

EUROPEAN NEWS

Yugoslavia seeks more EC aid to reform economy

By David Buchan in Brussels

THE YUGOSLAV Government yesterday made renewed promises about political pluralism as it sought fresh European Community help to create a market economy.

Speaking before a formal Co-operation Council meeting with his EC counterparts, Mr Budimir Loncar, Yugoslavia's Foreign Minister, stressed the Belgrade Government's belief that "political pluralism and a market economy are inter-related".

The Czechoslovak pen defies the party sword

AT THE Czech School of Applied Art on People's Militia Avenue, the students who occupy the high-ceilinged studios by night and day are working in teams on posters, stickers and banners.

A 20-minute video showing police brutalities of the November 19 demonstration plays continuously to a large crowd outside. The tape is being copied for distribution every-

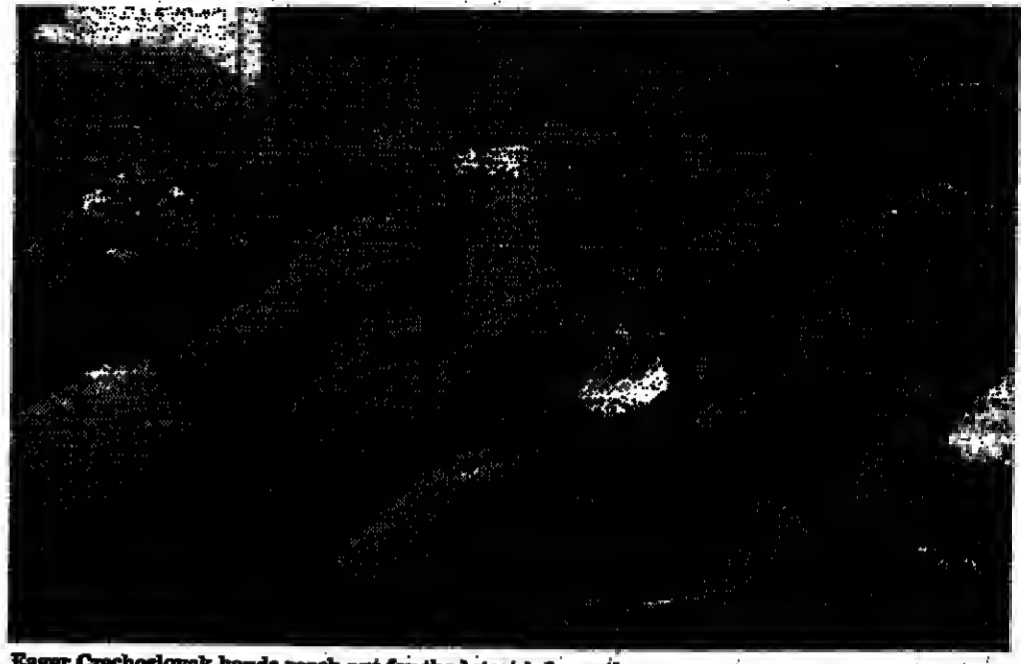
A leading actor, explains in his dressing room how "we use poetry, songs, letters, bits of plays which are appropriate...."

After party power in Hungary, workers power in Poland and peoples power in East Germany, Eastern Europe witnesses media power. John Lloyd and Judy Dempsey report

On Saturday, the student poster-makers had to react to the claim on television by the Education Minister that their strike would end on Monday. Hundreds of stickers were reproduced saying: "TV lies: the strike won't end on Monday."

Two photocopyers have broken down: a service engineer, thinking with them in his own time, begs not to be named: "It's too soon for that."

The Prague theatres have been on strike since last weekend. Actors, inspired by the November 19 events and the fact that drama students were the first to protest, have scrapped their plays in favour of nightly agitprop.



Zagreb Czechoslovak hands reach out for the latest information. Journalists faced a whole series of censorship hurdles. Any idea for a programme had to be vetted by the chief editor.

could be simply canned. Consigned to the archives. Never used," one editor explains. Pent-up frustration among broadcasters at last burst out on Saturday, November 19, the day after hundreds of students were beaten up by the police.

The die had been cast. Last Wednesday, a 120-man strike committee was set up in the television centre. Fearing that television would move over to the side of the streets, the party leadership agreed that television could broadcast live, the Wednesday evening demonstration.



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BASF may pipe gas to E Germany

THE BIG West German chemical company BASF is considering connecting to East Germany a DM750m (£370m) pipeline to carry North Sea natural gas to southern West Germany.

Irish plan for 1992 on a big scale

WHAT IS being described as the biggest single development programme in the history of the Irish state was outlined yesterday by Mr Albert Reynolds, the Finance Minister.

• BASF and its two fellow giants in the West German chemicals industry, Hoechst and Bayer, are discussing a novel joint venture in plastics waste recycling. The three companies plan to build in the next year a demonstration plant that can separate different types of plastic from domestic waste and reprocess this into usable material.

Published by the Financial Times (Europe) Ltd., 10, South Street, London EC3R 3LF. Telephone 069-75980; Telex 416175. Printed in Great Britain by the Financial Times Newspaper Ltd., 10, South Street, London EC3R 3LF. Telephone 069-75980; Telex 416175.

OVERSEAS NEWS

As the Indian opposition sets about forming a minority government, FT writers assess how the country's electoral map has changed
Congress reflects ruefully on impact of 'north-south' divide
Hindu militants back from the political wilderness

INDIAN politicians yesterday began taking stock of the dramatically changed political landscape that has emerged from the general election. Apart from Congress's loss of over half the seats it had in the last Parliament - bringing its total to around 200 of the 525 seats contested - the most striking trend in the results is the resurfacing of the "north-south" divide that marked the 1977 elections.

Congress has emerged much stronger in the south, which will be the new heartland of the party, while it has been routed in the north, its traditional bastion.

In the south, Congress gained control of virtually all the seats in Andhra Pradesh, Kerala, Karnataka and Tamil Nadu (in alliance with the local regional party the AIADMK).

In Andhra, where simultaneous elections were held for the state assembly, it ousted the government of Mr N.T. Rama Rao, the head of the regional Telugu Desam party and chairman of the National Front group of opposition parties. Mr Rama Rao pointedly announced his Government's resignation early yesterday as a hint to Mr Rajiv Gandhi to do the same in New Delhi.

In Karnataka, where simultaneous elections were also held to the state assembly, Congress gained a two-thirds majority - thus imposing a humiliating defeat on Mr Ramakrishna Hegde, another senior Front leader and one strongly disliked by Mr Gandhi.

The results in the south reflect both a

disenchantment with the poor performance of non-Congress governments in Andhra and Karnataka.

They also reflect the south's traditional anxiety to see a strong government in Delhi in the interests of national unity.

By contrast the wave against Congress enveloped the populous Hindi speaking states of the north, but more surprisingly Gujarat in the west and Orissa in the east. Congress also did much less well than expected in Maharashtra in the west where it seemed likely to win only 27 seats as against forecasts of up to 36. In Orissa, Gujarat and Madhya Pradesh the local Congress leaders handed in their resignations to Mr Gandhi yesterday.

The National Front, likely to emerge with about 150 seats in the new Parliament, picked up the bulk of its seats in Uttar Pradesh, Bihar, Rajasthan, Haryana and Orissa. These were seats won by the Janata Dal, the major constituent of the Front led by Mr V.P. Singh. With the southern regional parties making only a minimal contribution of about two seats to the Front's total, the Front in effect becomes the Janata Dal - and thus a grouping of northern farming interests, socialists and disaffected Congressmen like Mr Singh himself.

Important for the Janata Dal in terms of governing the country is that it seemed to be heading for an absolute majority in the state assembly of Uttar Pradesh, the other big province in which state elections coincided with the

general election.

On the opposition side, the most surprising feature of the results was the surge in strength of the BJP, the militant Hindu party that has campaigned in favour of Hindu revivalism. The BJP, gaining about 80 seats, did well in Madhya Pradesh, Rajasthan, Delhi, Gujarat - and in alliance with the extremist Shiv Sena - in Maharashtra.

The opposition gains across the north and in the east and west seemed to reflect a rejection of Mr Gandhi and a disenchantment with the government over a host of issues including inflation, corruption and a loss of touch of the leadership with grass roots opinion in the country.

But a feature that emerges strongly from this poll as it does from other recent elections in India is the volatility of the Indian electorate.

At the national level, governments have now been overthrown in three out of the last four elections. In Tamil Nadu, the DMK regional party which won the state assembly election in February, failed to get a single seat only nine months later to the parliament.

The one state that has gone against this trend is West Bengal where the CPM, the Marxist party of Mr Jyoti Basu, improved its performance.

The election saw most opposition leaders win their seats. But on the government side several ministers, including some close to Mr Gandhi, failed to get returned.

Among them was Mr Buta Singh, the Home Minister, Mr Jagdish Tytler, the



Rajiv Gandhi: facing disenchantment over a host of issues including inflation

Minister for Food Processing, Mr K. Nataraj Singh, Foreign Minister, and Mr Rajesh Pilot, Minister for Surface Transport.

For both the Janata Dal and the Congress, the election diminishes the number of contenders for the leadership of the two parties. On the Janata Dal side, the poor showing of both Mr Rama Rao in Andhra and - to a lesser extent - Mr Devi Lal in Haryana leaves the field much clearer for Mr V.P. Singh.

On the Congress side, the party's poor showing in Uttar Pradesh weakens the chances of Mr N.D. Tiwari, the Chief Minister of the state and long thought the most likely successor to Mr Gandhi, of taking over the leadership of the party. A front-runner now is Mr Narasimha Rao, the Minister for External Affairs, and an MP from the south.

THE performance of the Bharatiya Janata Party, which has a block of around 80 seats in the new Lok Sabha, or lower House, has more than fulfilled the expectations of its Hindu militant leaders.

The BJP, having increased its strength from two seats, is now in a strong bargaining position in relation to the National Front of opposition parties.

Mr L.K. Advani, the party president, was aware of this yesterday as he triumphantly led a colourful victory procession of his jubilant, applauding supporters through New Delhi.

Mr Advani proclaimed as long ago as July that the BJP's priorities were to oust Mr Rajiv Gandhi's Congress Government and acquire "a sizeable presence" in the Lok Sabha to enable it to play the "role of a stabilising nucleus in Indian politics".

Now that the National Front needs BJP support to form a government, BJP leaders are preparing to extract a price. They are keeping their options open. They are willing both to take part in a coalition government - provided it does not include the Marxists - or support the National Front from outside.

The only point on which Mr

Advani is firm is that the BJP will have no truck with Congress. That Mr Advani means to extract the maximum mileage is also clear from his statement that "until now, the Janata Dal (a central plank of the National Front) has not been able to inspire trust and confidence in me".

As the party's president Mr Advani can be expected to have a big say in formulating the BJP's post-election strategy.

The BJP gains are largely due to the anti-Congress vote and only partly inspired by Hindu revivalism.

Such policies will obviously be the BJP's priority as part of its stand for "justice for all and appeasement of none" - a euphemism that emphasises the rights of the majority Hindus against the minority Moslems. Most recently, this took the form of active support to the Hindu fundamentalist Vishwa Hindu Parishad in laying the foundations of a temple at Ayodhya.

the Janata Party broke up in 1988, the party re-emerged in its present garb.

The BJP has done less well in Uttar Pradesh in the Hindi-speaking north than it expected and most of its new strength comes from states such as Rajasthan, Madhya Pradesh, Gujarat and (in alliance with the Shiv Sena, a local Hindu nationalist group) Maharashtra. Much of its gains is due to the anti-Congress vote and only partly due to its stand on Hindu revivalism.

The BJP's strength fell to a dismal two in the Lok Sabha formed after the 1984 elections. Since then, its leaders have been planning a national revival based on distinctive policies and aimed at what many see as a narrow pro-Hindu orientation.

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K.K.Sharma

David Housego

Indian vehicle maker emerges bruised from Pune labour dispute

By R.C. Murthy in Bombay

BOMBAY Tata Engineering and Locomotive Company (Telco), India's largest vehicle manufacturer and part of the Tata empire, is busied by six months of labour agitation at its Pune plant which ended last week. The company will probably take a couple of years to recover.

However, Mr Rajan Nair, who led the campaign which culminated in a 30-day strike from October 24, may be relegated to oblivion. His dreams of organising the 200,000-strong industrial labour force in Pune's industrial belt in Maharashtra lies shattered, at least for the present.

The Telco Kamgar Sanghatana (Telco workers union) which he heads, called off the strike last Wednesday unconditionally as disenchanted workers trekked back to work. Mr Nair says he has taken a step backward in the interest of the workers.

In the war of wits, the TKS is clearly the loser. None of its demands has been met. The management refused to hold talks with Mr Nair, whom it did not recognise as the leader of the union. Mr Ratan Tata, Telco chairman, says the 8,500 workers at the Pune plant are divided nearly equally between two unions and the industrial court is to determine which of the two is the larger. Furthermore, Telco refused to revoke the suspension of 105 employees, many of whom are TKS activists, on charges of indiscipline. An independent panel is

reviewing their cases.

Mr Nair gambled when he escalated the agitation late last month and blocked the entry of Tata products into Pune hoping to politicise the labour dispute and capitalise on the eagerness of political parties to jump into the fray on the eve of general elections. That did not happen.

The labour problem at Telco is the first big test for Mr Nair, who became chairman in the teeth of opposition within the group. Sales of Telco went up by a sixth to Rs7bn (£265m) in the first half to September but Mr Nair says sales would have been higher by Rs2bn had the company been able to produce according to plan.

Truck production was affected at Pune, one of the two Telco plants with a combined capacity of 100,000 vehicles. The other, at Jamshedpur in the northern state of Bihar, does not have any labour problem.

Mr Tata has an uphill task to build bridges with the employees, who are among the highest paid workers in Pune, and instil a sense of confidence in the management.

When the dust settles, Telco wants to encourage more workers/participation along Japanese lines and establish an effective communication system. Mr Tata has ambitious plans. His priority is to make good the lost production and accelerate the work on a new car that is scheduled to be on the road in 1991.

Kuwait's dialogue towards democracy stuck in the sand

By a Special Correspondent in Kuwait

A DIALOGUE between the Emir of Kuwait and citizens calling for the restoration of parliamentary democracy has come to a standstill after the ruler declined to accept a petition asking him to bring back the suspended national assembly.

Sheikh Jaber al-Ahmad al-Sabah suspended the assembly at the height of the Gulf war in 1988. The group of 30 leading citizens behind the petition drive is said to have collected more than 25,000 signatures comprising nearly a quarter of the Kuwaiti electorate.

Discreet contacts between the ruling Al-Sabah family and proponents of a restored assembly halted after three emissaries were asked to attend an audience with the Emir without presenting the petition.

"Now that the Gulf war is over and the security situation has relaxed, we feel it is time for the Emir to restore the national assembly," said one Kuwait investment banker who spoke on condition of anonymity.

The Emir suspended the assembly for a second time in the summer of 1988, citing tensions generated within Kuwaiti society as a result of the Iran-Iraq war. While most Kuwaitis are Sunni Moslems, Shias make up over a third of the population.

However, one local political scientist cites investigations launched by the parliament into the affairs of government ministries run by the ruling family as the key reason for the dissolution.

A dispute over the constitutionality of parliament's investigations is said to have led the



Sheikh Jaber: refused to accept petition

ruling family to believe the legislature had emerged as a threat to their authority. Many Kuwaitis believe that the parliament was too aggressive, considering the fragility of democracy in the Middle East.

"The problem was that the Majlis (assembly) had degenerated into factional bickering," said a local architect. "It was not a difficult task for the Government to convince people that suspending the parliament was in the national interest."

Optimists point out that the Emir has often indicated he intends to restore the assembly. But several members of the pro-democracy group believe Sheikh Jaber's refusal to accept their petition means that Kuwaitis can expect to wait along time before they will return to the polls to elect a national assembly.



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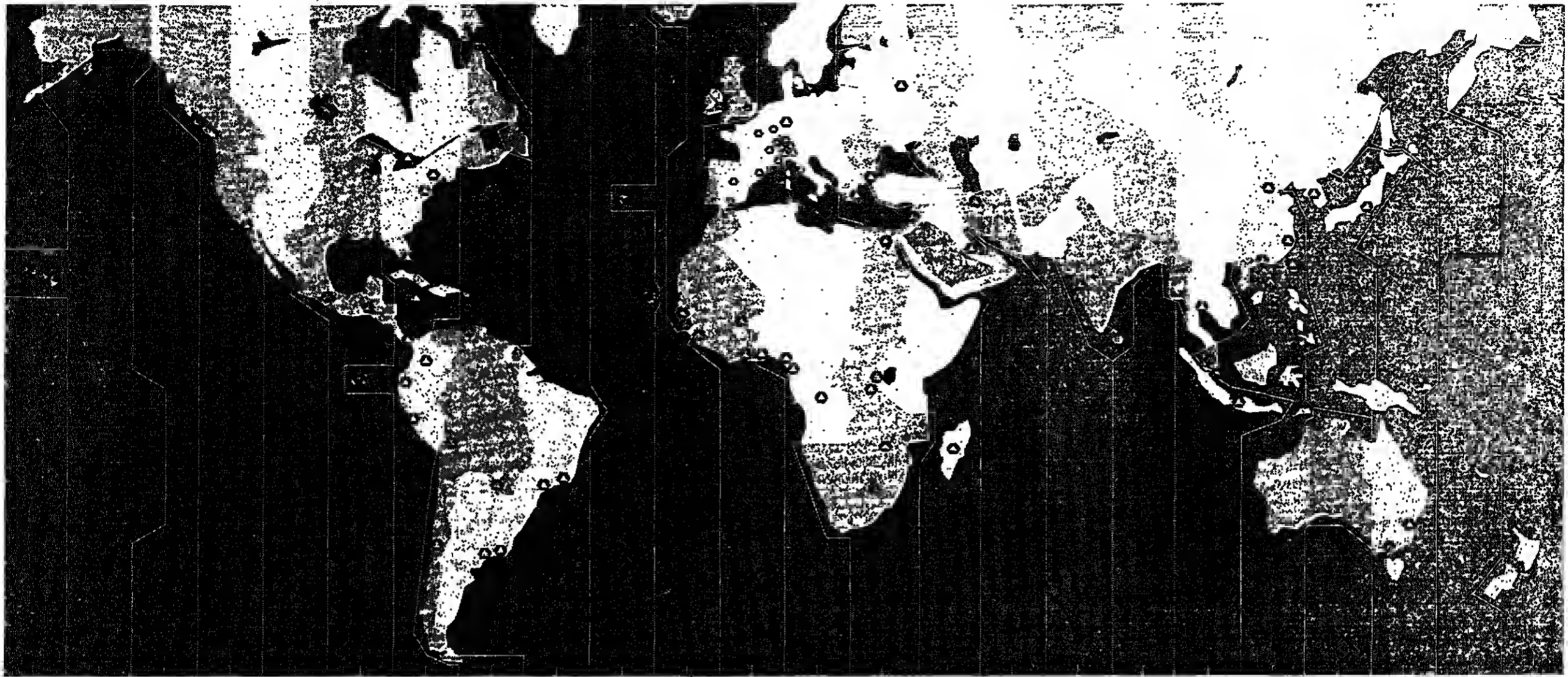
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OVERSEAS NEWS

Palestinian leaders chafe at 'invisible' role in peace process

By Lamis Adoni and Tony Walker in Tunis

PALESTINIAN leaders are expressing increasing frustration at what they regard as attempts by both the US and Egypt to pressure them into accepting an almost invisible role in preliminary steps towards the resumption of a Middle East peace process.

accept being excluded from this initial process altogether. The PLO official also indicated that there was growing pressure from within the organisation for a sharper response to what are seen as attempts by both Washington and Cairo to manoeuvre the PLO into accepting a "Palestinian Camp David".

Neither side wishes to be held responsible for the failure of the Baker plan. Thus, both the PLO and the Israelis are involved in elaborate attempts at least to maintain an illusion that the proposals might provide the possible basis for the beginning of a dialogue.

There is little optimism in Tunis about the possibility of a breakthrough as long as Mr Yitzhak Shamir, the Israeli Premier, remains in power, and as long as the US is unwilling to exert real pressure on Israel.

Mr Shamir has rejected any dealings with the PLO, and is opposed to exchanging land for peace in the Occupied Territories. Mr Shamir wants to have a dialogue with himself in the mirror, said Mr Abu Iyad.

that there be an open agenda. Israel, however, has said that it will not accept any PLO involvement, and it also wants to confine any discussion in Cairo to technicalities for holding elections.

name Palestinian representatives. "After all," he said, "what was our battle with Syria all about, which tried for all those years to form a parallel PLO?"

Israelis prepare way to privatise five banks

By Eric Silver in Jerusalem

THE Israeli Government has cleared the way for privatisation of the country's five leading banks early in the new year. It will begin offering shares as soon as the necessary legislation has been passed.

Moscow sees Korean rapprochement

By Maggie Ford in Seoul

THE Soviet Union believes that both North and South Korea want a rapprochement and is working hard to assist in negotiations, according to the chief Soviet representative in Seoul.

BLOODY AFTERMATH OF DISPUTED REFERENDUM Comoran president shot dead

By Our Foreign Staff

PRESIDENT Ahmed Abdallah Abderrahmane of the Comoro Republic, a group of islands between Africa and Madagascar, was assassinated on Sunday night, the state-run radio reported yesterday.



Abdallah survived three other coup attempts

help of a group of European mercenaries led by the Frenchman Bob Denard. Mr Ali Solih, a radical left-winger took over the government, prompting France to withdraw financial support.

Whites join ANC at Paris conference

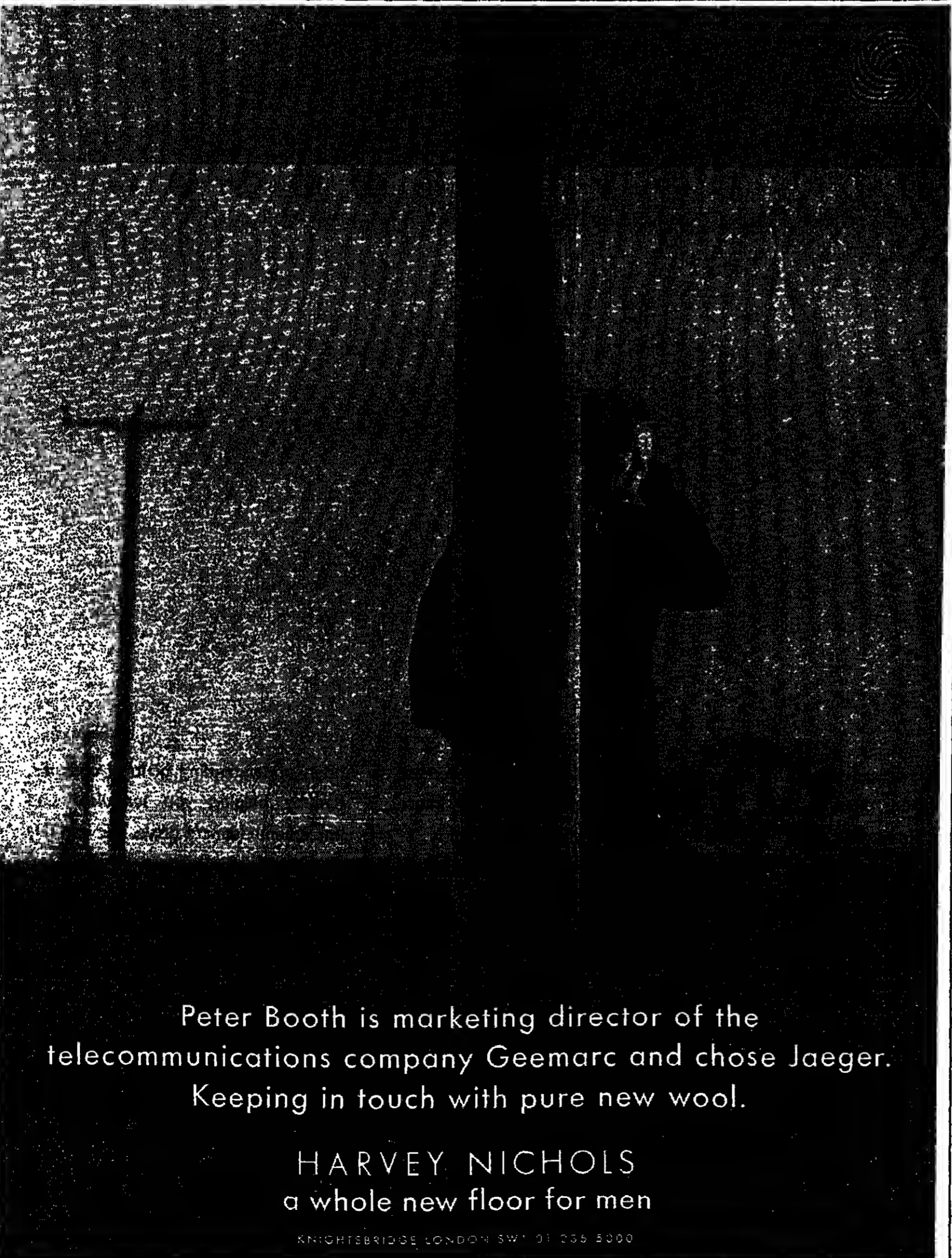
A GROUP of influential white South Africans joined anti-apartheid activists and the African National Congress yesterday in a French-sponsored conference seeking to speed political change in Pretoria, Reuter reports from Paris.

Aoun ready for 'final battle' for Lebanon

By Lara Marlowe in Beirut

GEN Michel Aoun, the leader of Christian forces in East Beirut, said yesterday he was prepared for the "final battle" for Lebanon.

units in artillery battles that killed 1,000 people between March and September of this year. A meeting of the cabinet formed after President Hrawi's election on Friday night is expected to appoint Brig Gen Emile Lahoud, the former aide de camp to the minister of defence, as commander-in-chief of the army today.



Peter Booth is marketing director of the telecommunications company Geemarc and chose Jaeger. Keeping in touch with pure new wool. HARVEY NICHOLS a whole new floor for men

UK minister to visit South Yemen

By Victor Mallet

A UK minister is to visit Marxist South Yemen for the first time since the country's independence from Britain in 1967, the Foreign Office announced in London yesterday.

remotest corners of the Soviet sphere of influence. Mr William Hague, the Foreign Office Minister of State, is due to arrive in Aden on December 3. He will go on to North Yemen and Oman.

FLN still looks backwards as Algeria seeks a way forward

Francis Ghilès on today's ruling party congress

ALGERIA is adrift. More than a year on from the riots of October 1988, which saw the worst violence since this former French colony won independence in 1962, the Front de Libération National seems incapable of deciding whether to fight for the reforms President Chadli Bendjedid is seeking to promote or to sink and recount tales of its long-lost glorious past.

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OVERSEAS NEWS

Population boom seen as a drain by Iran

Scheherazade Daneshkhu in Tehran counts the cost of a lack of serious birth control

Iran losing revenue to E Europe

IRAN is missing its chance of attracting desperately needed western capital now that financiers are being attracted by newly democratising Eastern Europe, Iranian economists and Western bankers in the Gulf said.

Its failure to make a political peace with the West or provide a cohesive economic plan to guarantee western investments will seriously jeopardise its reconstruction after eight years of war with Iraq, they said.

Eastern Europe's rapid move toward economic and political liberalisation, has sparked the interest of Western business in a region which is already culturally and socially closer than countries such as Iran and China.

The US government investment insurance agency OPIC said on Friday that recent US direct investment interest alone amounted to \$1.1bn for Poland and \$700m for Hungary.

Independent economists said Iran needs a minimum \$15bn hard currency a year to effectively repair the devastation of war and basic economic mismanagement. But the only sources in the West, and in Japan, which could provide such large amounts are largely cut off, bankers said.

Iran claims as much as \$12bn from the United States in assets it said were frozen by Washington following the Islamic revolution in Iran in 1979. Iran has tried to link the freezing of these assets with the release of Western hostages held by pro-Iranian guerrillas in Lebanon.



With the population boom, most parts of Iran experience shortages of clean water supplies

the republic, Ayatollah Ali Khamenei has said that birth control is not contrary to Islam.

Islam, he said, does not categorically encourage people to have large families; moreover, fewer children would make it easier for parents to take care of the needs of their children.

Contraceptives, when available, are relatively inexpensive but are in short supply.

A major obstacle to more effective population control is posed by changing social conditions. Islamisation has led to greater stress than before on early marriage and the woman's role as wife and mother.

The number of marriages doubled from 4.6 per thousand in 1976 to 9.3 in 1983; polygamy is legal. Moreover, increased poverty, the war and lack of entertainment outside the home have all played their part.

But some observers believe that while Islam may be a factor, such a steep increase in the population could not have occurred in the relatively short period of a decade had there not been an underlying trend towards high rates.

According to Dr Keith McEachern of London University's School of Oriental and African Studies, the fertility

pattern can be traced back to the 1960s with the government's relatively successful health campaigns. Fertility increased rapidly in the 1970s leading to the acceleration in births in the 1980s.

"What we are seeing is Iran's late entry into the population growth race," he said.

The lack of a serious birth control programme can only compound Iran's economic difficulties.

WORLD INDUSTRIAL REVIEW

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financed by our own cash flow, consistently with zero-gearing. In the same period our net income has grown at a much faster rate, reaching 5.8 per cent of sales in 1989.

This development has been facilitated by numerous innovations within the company. Some 25 per cent of our staff are qualified engineers.

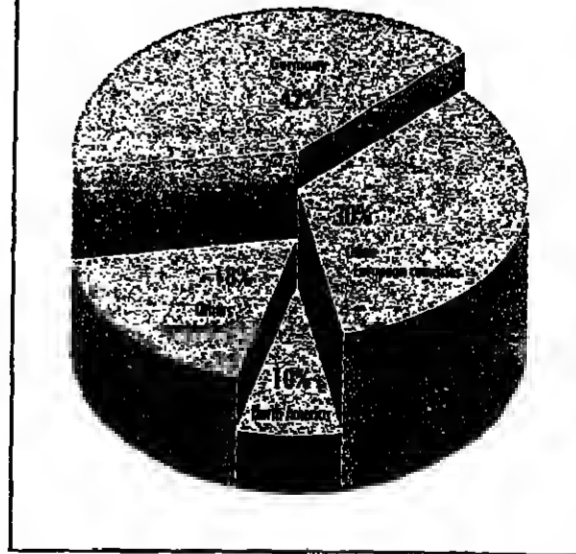
Acquisitions have further contributed to our growth. There have been five of them this year alone. Indeed, 38 per cent of our 1988 sales were generated by new products that have been added to our range within the last five years.

An experienced, well established management a decentralised decision structure and a dedicated staff are the foundation on which we will achieve similar growth rates in the years to come. Orders this year amount to some DM 1.4 billion: 40 per cent more than last year. As a result we expect further double digit increases in sales and net income in 1990.

A special focus of our activities is the development and the distribution of energy-saving technologies for trade and industry.

Significant new market opportunities for us are being created by new legislation requiring more energy efficient systems and environmental protection, as awareness of the problems associated with the "greenhouse effect" grows. Another GEA activity orientated towards the future is our food processing machinery, which already accounts for one quarter of our total sales.

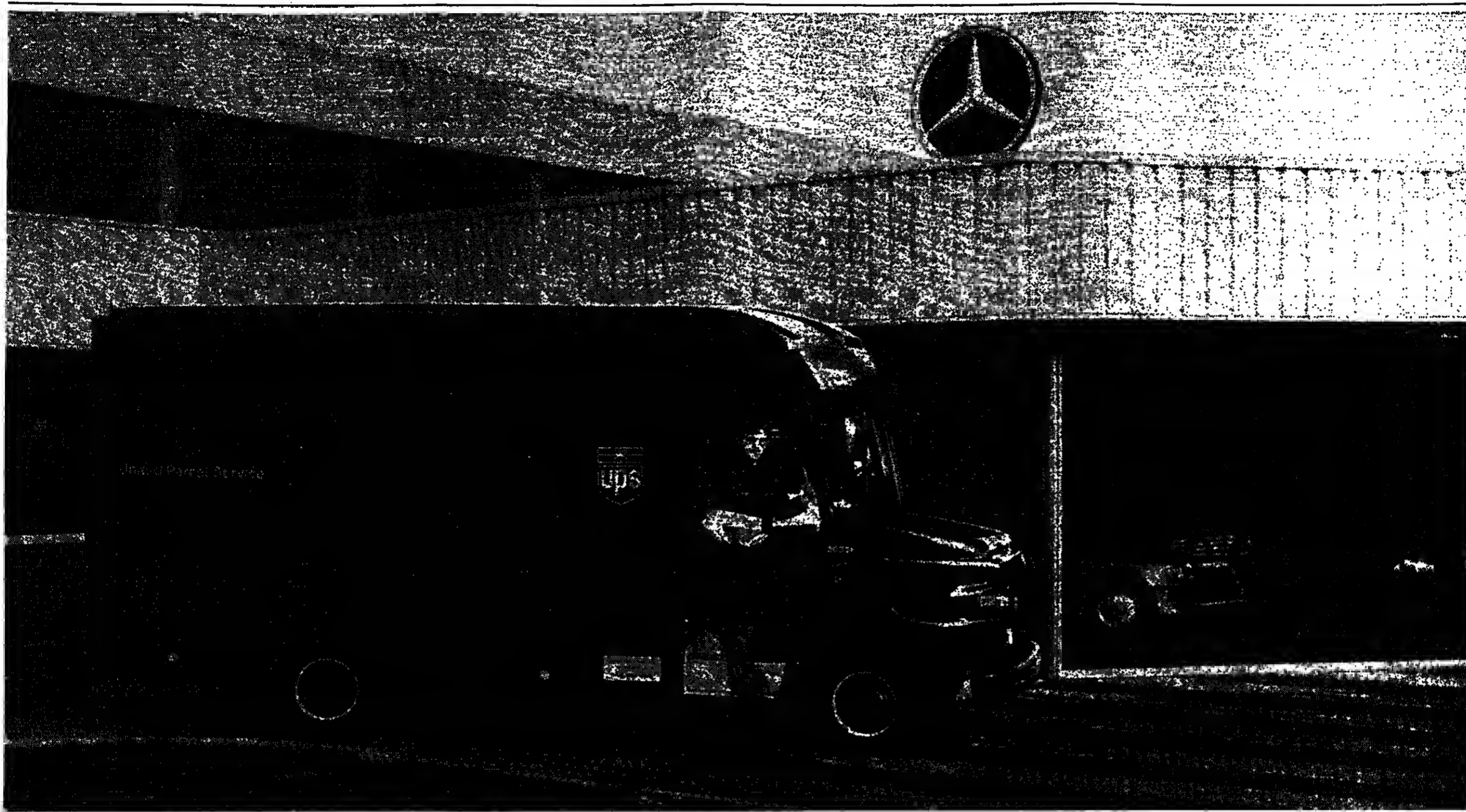
1988 SALES BY REGIONS



GEA

Energy, Environment and Process Technology.

At UPS,
An Overnight Parcel From Newcastle To Stuttgart Is Nothing Unusual.
But To The 'Commercial Motor' Survey It Was...



... The Winning Delivery.

In the first 'Commercial Motor' European Parcel Survey,
UPS won "hands down on price, and more than matched its nearest rival
on telephone manner, personnel efficiency and careful handling of the package"
(Commercial Motor Magazine, 17 August 1989).

Twenty companies were asked, anonymously, to make a next day delivery from Newcastle
to an outlet of a major German car firm in Stuttgart.

Six accepted the challenge. Only two delivered.

And of these two, UPS was "just as reliable, just as efficient and just as friendly
for a quarter of the... price."

At UPS, we've always said that, in our business,
success is measured one delivery at a time.

That day in Germany, we measured up to our words.



United Parcel Service
As sure as taking it there yourself.

FINANCIAL TIMES SURVEY



Brands and distribution have been at stake in the fierce take-over battles of the 1980s,

says Lisa Wood. Now, an important theme of the 1990s will be the industry's response to the growing anti-alcohol movement and the concentration of ownership.

Buying less but better

TASTES IN alcoholic beverages are being transformed. Australians are drinking stout. Frenchwomen are drinking Irish and Scotch whisky brands, and Americans are drinking less.

For along with the trend towards more international tastes in alcohol has come increasing concern over its abuse, with the development of a worldwide anti-alcohol movement at a time of static sales.

The development started in the US, where government health and safety warnings are now being printed on bottles and cans of drink, but is spreading to much of the rest of the world, including Britain.

How the industry deals with this issue will, along with increasing concentration of ownership, be one of the most important themes of the industry in the 1990s. "Consolidation and social responsibility will be the two major features of the international drinks industry in the early 1990s," says Mr Tim Ambler, of International Distillers and Vintners (IDV), the wine and spirit subsidiary of Grand Metropolitan.

The two topics are not unrelated. In the UK, for example, it is the big drinks groups - including Seagram, IDV, Allied-Lyons and Guinness -

which have been active in setting up a new organisation, called The Portman Group, to tackle alcohol misuse.

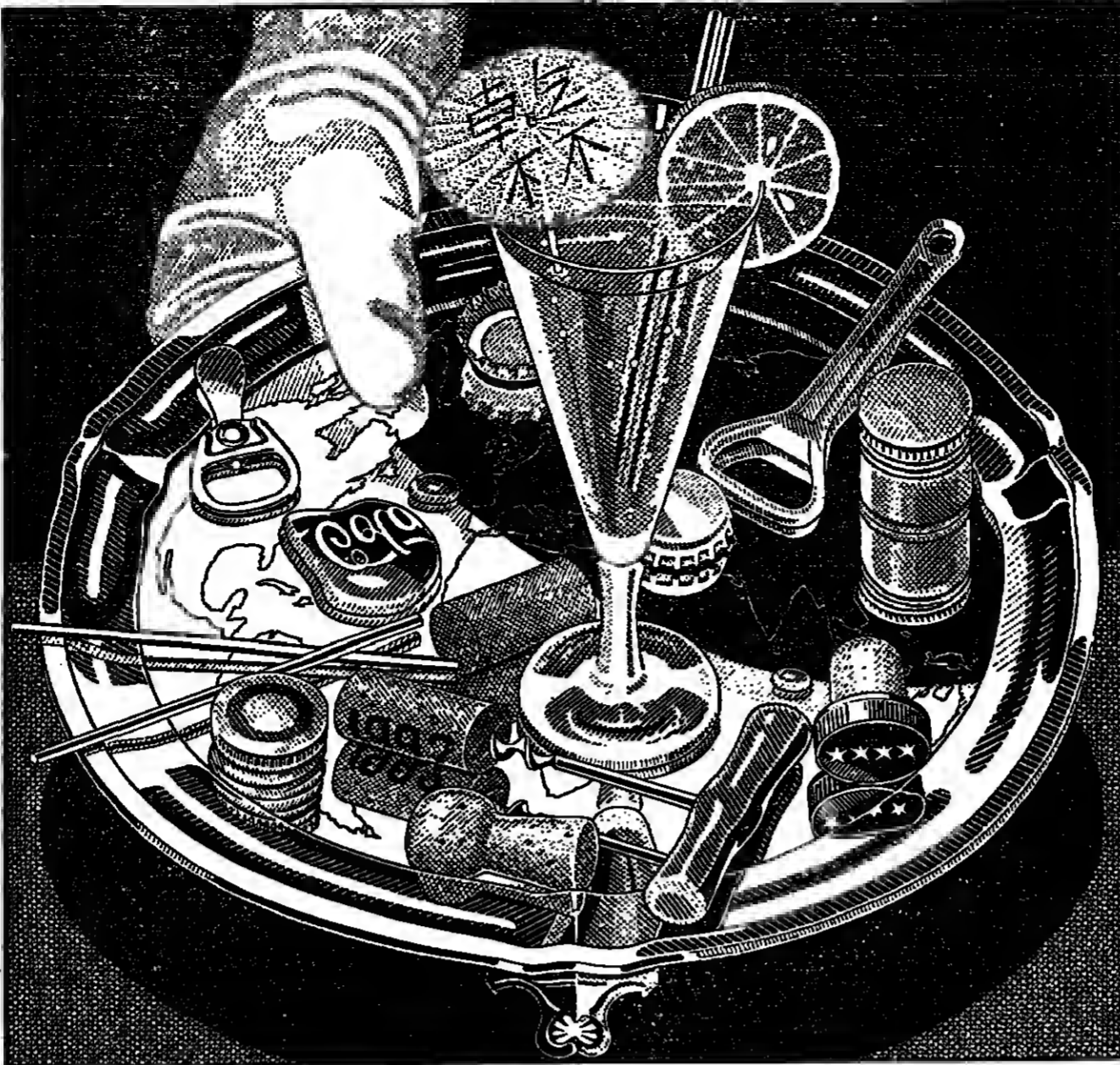
The group is hoping to recommend practical initiatives to reduce the health and social burdens associated with excessive drinking.

Enlightened self-interest it may be, but the setting up of The Portman Group typifies the approach of a new breed of senior managers. During the 1980s a number of dynamic managers, including men with a background in marketing, have transformed the industry, bringing with them new personnel and strategies.

These strategies have sought to upgrade the image - and price - of brands, in line with the perception that consumers are drinking "less but better".

Guinness, the stout group, bought Distillers, the biggest Scotch whisky company in the world. Allied-Lyons, the UK brewing and food group, bought Hiram Walker, the Canadian drinks group, IDV, part of Grand Metropolitan, bought Heublein; and Seagram bought Martell. Together, these companies command about a third of the internationally-traded spirits business.

Some of the takeover battles have been ferociously fought:



INTERNATIONAL DRINKS INDUSTRY

Seagram battled with IDV for Martell, the French cognac house, for example; IDV and Pernod-Ricard, the French group, fought for Irish Distillers, the sole distiller of Irish whiskey. At stake have not only been premium-priced brands, like Martell cognac and Bushmills Irish whiskey, but also distribution.

For international brand development depends as much on distribution as on product name. Mr John Dunsmore, of County NatWest Wood Mac, points out that, despite the power of advertising, it is rare

for a global brand to develop simply as a result of consumer demand.

The best illustration, he says, is the ultimate global brand, Coca-Cola: "While this appears to be the complete brand phenomenon, in fact the brand became international or global as a consequence of production and distribution developments," says Mr Dunsmore.

During the Second World War the chief executive of Coca-Cola insisted that all American GIs should be able to purchase Coca-Cola at one cent a bottle. Production plants

were set up abroad to facilitate this and, having satisfied the army, Coca-Cola set its sights on the indigenous population.

In spirits, an early example of distribution-led globalisation was the purchase of Liggett Group in 1980 by Grand Met. One of the main purposes for the acquisition was to gain distributive control of IDV's J&B Scotch whisky, then distributed through Paddington, a subsidiary of Liggett.

Paddington also gave IDV the distribution and marketing platform to launch Bailey's Irish Cream. Mr Dunsmore

says that, while the strength of the Bailey's brand was crucial to its success, the build-up of distribution internationally by IDV through the 1970s and 1980s has been an equally fundamental part of the brand's success.

In the case of Martell, the acquisition of the house by Seagram gave it improved distribution in east Asia, the fastest growing market-place for international brands of alcohol: "The Far East is clearly for everybody the key growth area in the world and we intend to be in that growth area," says

Duties and the EC	2	Beer brands	4
Advertising	2	Spirits	5
Champagne	3	Scotch Whisky	5
Bordeaux	4	Packaging	6
Brewing in the UK	4	Illustration: Robin MacFarlan	

Mr Edgar Bronfman Junior, President of Seagram.

Control over distribution enables the manufacturer to keep the distributor's margin and to have more say in the marketing of brands. One of the biggest tasks to have been faced by Guinness in the reorganisation of its sprawling empire of Scotch brands has been to tighten distribution. Over the past three years it has terminated more than 700 distribution agreements and either taken control of its own distribution or formed joint ventures with other drinks companies, so that it now has control of more than 75 per cent of its distribution compared with 25 per cent in 1987.

Joint ventures have been a critical part of several drinks groups' strategies. Guinness has such agreements with Moët-Hennessy-Louis Vuitton, the French champagne and luxury products group, and Allied-Lyons with Santory. Whether or not such joint ventures could be followed by full takeover bids, or merely provide a presence at the table should Allied-Lyons or LVMH be broken-up, is a matter of endless speculation to stockbrokers in Paris, London and Tokyo.

Forging distribution agreements, as well as buying brands, is an expensive business. Guinness, for example, has about £1bn invested in LVMH in order to safeguard its joint distribution agreements.

Whitbread, in deciding recently to sell its spirits business, said it had not got the critical mass to develop its spirits portfolio internationally. It had either to get bigger or get out and it had decided to invest in its core activities - brewing and retailing.

This is a dilemma that more and more drinks businesses will have to face in the 1990s with both Pernod-Ricard and Brown-Forman potential takeover candidates. Both have substantial family holdings, but, as has already happened in the case of Martell, families can be divided when it comes to some shareholders wanting to realise the value of shareholdings.

By contrast, the globalisation of beer companies and brands will be a longer-term process.

Globalisation of beer, it is

argued by the industry, is being made possible by the gradual concentration of domestic markets into fewer operations. As this development progresses, the leading companies are beginning to buy into the larger domestic participants in each country, giving them access to distribution outlets. The strategy is already being pursued by Elders IXL, the Australian brewer, which has bought into concentrated markets like the UK and Canada; to these strong domestic networks it has added its own brand, Foster's.

Mr Peter Bartels, chief executive of Elders Brewing, says there are a number of strategic options that might be adopted in Europe by companies such as his own: "Much of the strategic positioning necessary to fight for the European beer markets has already taken place," he says. Heineken, BSN, Unilever Breweries and a few other brewing groups have already acquired brewing businesses and brands in Southern European markets as well as consolidating their virtual monopolies in their home markets.

The European Community, post-1992, ought theoretically, with an absence of tariff barriers, to be ideal territory for the process of consolidation. In the UK, the recent Monopoly and Mergers Commission proposals, due to be implemented by 1992, is forecast to lead to greater concentration of ownership among brewers, a trend which could be accelerated in the EC if the Commission decides to sweep away forms of restrictive purchasing agreements in the industry.

However, apart from these considerations, there are several impediments to concentration in the Community's beer industry, not least fiscal barriers. "The harmonisation of taxation within the EC is going to be the single biggest influence on the European market for beer over the next few years. Excise duty on alcoholic drinks is the biggest barrier to free trade within the EC," says Mr Bartels.

Just how this is to be dealt with, as national governments within the EC do battle over this and a host of other fiscal issues, remains to be seen.

IT'S NO WONDER SHE'S HAPPY. THANKS TO ENERGY EFFICIENCY, SHE'S EATING WHISKY.

Lucky old Daisy.

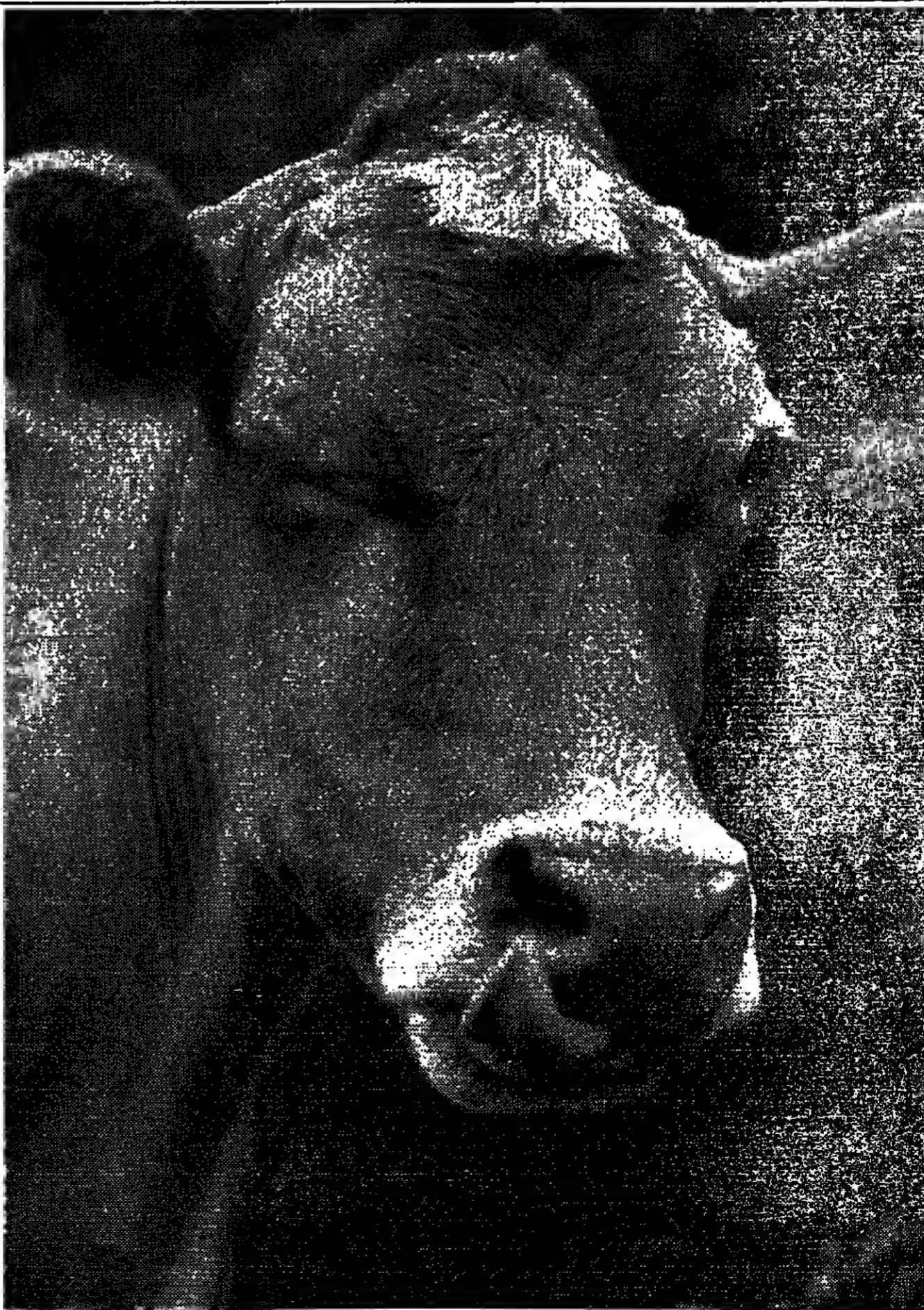
In the recovery of animal feed stocks from malt liquors, United Malt and Grain Distillers have used a new vapour compression technique to recover heat and improve the efficiency of the drying process by nearly 50%, cutting the energy costs by a similar amount.

There has also been an overall improvement in plant cleanliness. Not to mention a sizeable increase in what dairymen call 'cow contentment'.

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A tradition of craftsmanship and quality that runs in the Seagram family of world famous brands:
Martell, Captain Morgan, Sandeman, The Glenlivet, Chivas Regal and many others.

INTERNATIONAL DRINKS INDUSTRY 5

SPIRITS

New markets in the east

BRITISH GROUPS have been the moving force within the global drinks industry in the 1980s. Mergers and acquisitions resulted in increasing consolidation of the industry, and brand power was the name of the game.

Grand Metropolitan led the way with its acquisition of Heublein and Smirnoff vodka. Allied-Lyons acquired Hiram Walker and, with it, Ballantine's Scotch whisky and Courvoisier cognac. Guinness acquired its US distributor, Schenley, also owner of IW Harper, a leading bourbon in Japan, and in Europe, Canadian giant Seagram fought GrandMet for Martell cognac.

UK companies now control 36 per cent of the spirits business in America. But what next? Where will the action be in the 1990s?

Within this decade we shall see the unification of the European market, and the realisation of the Pacific dream - a major market-place of 490m people, with high expectations and incomes to match. Are the world's spirit companies well prepared to exploit the excellent potential these markets offer?

Canadian distillers Seagram, with perhaps unexpected precision for a north American company, has long-established affiliates in Europe. Its sales outside North America have tripled since 1983. Its wholly owned distribution network carries its international brands, including Chivas Regal, Glenlivet, Mumm champagne, and Martell, plus local brands. It also successfully distributes its competitors' products.

Grand Metropolitan's IDV, the world's leading liquor com-

pany in terms of case sales, also has its corporate attention focused on Europe. Its J&B whisky sells over a million cases in Spain, and Europeans love Bailey's and Malibu. IDV began to establish its pan-European network in 1986 with a series of joint ventures with Cointreau and Cinzano, now covering six of the EC markets.

Alliances of this nature are a popular solution to acquiring distribution control. Costs can be honed and the combined brand portfolios provide efficient operating volumes. This improves profits and permits a high level of marketing support, giving the group more leverage to deal with its major customer - the retail trade. In a united Europe, this will be increasingly important.

"Brand power is not at all easy to translate from one market to another," admits Mr. Tim Ambler of IDV, owner of the world's favourite vodka. Chinese and Japanese palates prefer brown spirits, and especially cognac. These are "warm", stimulating and invigorating, whilst white spirits are seen as "cold" and depressing. The recent restructuring of taxation in Japan and liberalisation of the markets of South Korea and Taiwan has led to a boom in whisky and cognac.

The four major drinks groups hold a combined share of 48 per cent of imported

spirits in Japan, and 52 per cent in the Far East overall. Guinness boss Mr. Anthony Tennant, having rationalised his European distribution, is in no doubt of the importance of the South East Asian markets. The group forged an international alliance with Moët-Hennessy, cemented by a cross share holding, which includes most markets of the Far East. The partnership is proving unbeatable with United Distillers.

United Distillers owns one of Europe's most popular Scotch whiskies, Ballantine's. This, along with Courvoisier cognac, is being translated into brand power in Japan. Although a late starter, the group has filled the vacuum created by United Distillers when it withdrew its brands from Suntory. Allied has now formed a potent alliance with this leading Japanese distiller. The secure long term agreement with an international drinks group makes Suntory eager to put its considerable talents behind the new portfolio.

Acquisition of brands or distributors has been a major pre-occupation of the 1980s. Players such as Whitebread, unable to compete in the big league, are quitting. Whilst "add-on" acquisitions of local brands will continue to occupy management, future growth opportunities through the acquisition of top flight brands such as Beefeater or Long John will be increasingly rare.

political elite.

The high price Seagram paid for Martell was justified in its eyes by the strategic advantages of gaining the brand's well-established Far Eastern distribution system. It is the leading cognac in Hong Kong, Singapore and China, and the key to Seagram's international growth strategy. Seagram now controls its distribution throughout the region, and has a perhaps surprisingly affable arrangement with IDV to distribute its products (excluding Japan).

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A lot of bottles; but the European nations are divided over which containers are acceptable for their drinks

PACKAGING

Common rules prove elusive

ONE OF the most difficult tasks facing the European Community as it prepares for the 1992 single market is to devise a common framework of regulations for packaging.

The issue is of crucial importance to multinational drinks companies - indeed, any drinks company - planning to develop brands across Europe's national frontiers. For the framing of the regulations may either create barriers to pan-European trade or encourage it by providing opportunities for standardised packaging and economies of scale.

Since the EC Commission asked member states in 1985 to submit plans for the recycling or re-use of drinks containers, little has been done to resolve the issue. The result, says Mr. John Thompson, of Canada's European beverage packaging consultancy, is that differences between states are widening, some becoming much more restrictive than others; and the problem is exacerbated as environmental concerns become entangled with the protection of national markets.

Many in the drinks industry felt it had been unfairly singled out in the first places by the EC Commission. Drinks containers are only a part of the environmental problem associated with refuse disposal. In the UK, it is estimated, they account for about 11 per cent of the 20m tonnes of refuse generated annually.

Now, they believe, some states are discriminating against particular types of container for political and economic reasons.

In the UK, France and Belgium in recent years, the use of non-returnable containers - cans and plastic bottles - has been growing. Such one-trip containers are a more effective means of transporting drinks over long distances; and the trend could lead to a standardising of packaging that the multinationalists would welcome.

Efficient recycling systems would ensure that environmen-

tal concerns would be met, it is claimed. Their development still has a long way to go in some countries. Only 5 per cent of the thin aluminium cans a year used in the UK, for instance, are at present recycled. In the US, however, the proportion is 55 per cent - and the packaging industry has a vested interest in helping the public sector in such areas of waste management.

But in the name of environmental protection - and with the often active support of some "green" movements, Denmark and West Germany already effectively ban the use of cans and plastic bottles.

For more than a decade,

"transportation costs of two-way bottles makes them impractical over about 200km - a distance easily exceeded when exporting to Denmark."

After more pressure, a decree in 1984 allowed imported drinks to be sold in their original bottles, but only for test-marketing and on condition that annual sales did not exceed 300,000 litres, and that a bottle return system was set up. The absolute ban on canned drinks remained.

The Commission and the UK Government took Denmark to the European Court which last year ruled against the import limit on bottles but left the ban on cans, and restrictive labelling and recycling regulations intact.

West German practices has also brought bitter protests from drinks exporters in the UK, France and Belgium. "In Germany, perhaps more than in any other European country, it is increasingly difficult to draw a line between environmental measures and protectionist measures," says the UK Industry Council for Packaging and the Environment (INCPEN).

Throughout the 1970s and the early 1980s, the German market for non-refillable drinks packaging had gradually increased. Imports of canned beer from Denmark were a contributory factor; and large German breweries responded by using cans, too. But smaller breweries retaliated by pushing for restrictions on the use of cans, and encouraged "green" groups to join them.

In 1986 the West German government passed a waste law, setting objectives for the

reduction of waste and providing the means, if required, for action such as banning certain forms of packaging or imposing mandatory deposits.

"The objectives of the waste law can be, and are being, met by the manufacture of resource-efficient packaging and recycling systems," says INCPEN. "But the Federal Ministry of the Environment appears to have interpreted the ruling as an opportunity to return to a refillable bottle system, which would remove the competition from imports, and suit the local brewers."

Regulations have now been introduced limiting the use of plastic and one-trip glass bottles, and cans, to 10 per cent of beer sales, 20 per cent of carbonated drinks sales, 65 per cent of still drinks, and 50 per cent of wines.

This will effectively exclude competition from imported beers and mineral waters, in particular, and will benefit Germany's dense network of small, local brewers and bottlers.

"Measurement of environmental impact involves assessing many variables," says INCPEN. "There is nothing more wasteful and unenvironmental, for example, than a returnable bottle that does not get returned."

"It will become more important to distinguish between true environmental acceptability and actions motivated purely by the temptation to use it as a marketing tool."

"Some sectors perpetuate misconceptions in an attempt to put down a competing product, and some countries are increasingly missing genuine environmental concern as an excuse to protect home markets."

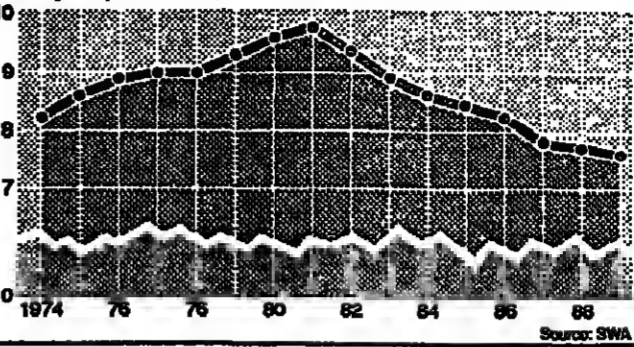
It concludes: "A high level of environmental protection must be reconciled with commercial freedom to supply customers with what they want at minimum cost."

Philip Rawstone

SCOTCH WHISKY

Tax harmony looks crucial

Scotch industry stock



Guinness, with the takeover of Distillers, inherited a substantial stock surplus, the greater part of the proverbial "whisky lock" United Distillers embarked on a strategy of re-pricing and rationing of stock with the result that bulk Scotch prices have more than trebled in the last two years.

This was part of a core strategy: the object was to upgrade both the price and the image of Scotch Whisky after a long period in which Scotch sales had been sold off cheaply, fueling a commodity image and cheap own-label brands. Mr. Neil McKerraw, managing director of Macdonald Martin Distilleries, a small distiller

The acquisition in 1987 of Distillers by Guinness has been the major catalyst for change in the industry... United Distillers has had a huge impact on the market-place because of its sheer size

which has the Glenmorangie brand, the third best selling malt whisky in the world, said that companies like his had pursued a value-led strategy before United Distillers. But, he said: "Guinness and United Distillers have given the strategy a tremendous potency and force."

In pursuit of this strategy, United Distillers has cut costs by rationalising its distilling and bottling. It has also revised its internal structure and reorganised its distribution and brand portfolio.

The reorganisation of its distribution over the past two

as well as some other territories.

However, while changes will continue as companies change hands, the industry suggests that the frenetic phase of changes in distribution may be coming to an end and companies will now be able to concentrate on building brands.

Promoting a premium image for Scotch, says the industry, is a critical part of safeguarding its future in a market-place where people appear to be drinking "less but better".

Mr. Greener said: "If the industry focuses on promoting and developing its brands there is no possible justification for prices to fall should, for example, there be a recession. The factors that affect consumption of products like Scotch are the way brands are marketed and developed."

Taxation policies, he said, are one of the other key factors in the continuing development of Scotch whisky sales. Japanese tax reforms, curtailing tax advantages enjoyed by domestic Japanese spirits, should give a fillip to sales of Scotch in Japan. The Pacific Basin and, most specifically, Japan, is the priority market-place for the development of international brands of spirits.

The continent, where it is becoming increasingly chic to drink Scotch, is also a growing market. France is currently the second largest export market after the US, where volume sales of Scotch continue to fall.

However, Scotch distillers warn that a crucial issue for the industry is tax harmonisation within the European Community. Mr. Greener said that the UK Government was being urged by the industry to view tax harmonisation of alcoholic beverages as a potential major opportunity for the Scotch whisky industry.

Mr. Greener warned, however, that some of the schemes being proposed could harm Scotch - such as minimum bands of taxation for different categories of drinks. "We in the Scotch whisky industry," said Mr. Greener "want an understanding that taxation per degree of alcohol is the only fair way of levying taxation on alcoholic drinks."

"We are stressing to the UK Government that 1992 presents a massive trading opportunity for the UK and, unless issues like tax harmonisation for alcohol are not gripped in a particular way, we may not only not get the opportunities but may be further disadvantaged."

Lisa Wood

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Miller

UK NEWS

National papers agree code of ethics for journalism

By Raymond Snoddy

BRITAIN'S national newspapers yesterday agreed a code of practice on journalistic ethics designed to head off legislation which could threaten press freedom.

THE MAIN PROVISIONS OF THE CODE

- Respect for privacy - intrusion into private lives should always have a public interest justification.
A fair opportunity for reply will be given when reasonably called for.
Mistakes will be corrected promptly with appropriate prominence.

Justification;
A fair opportunity for reply will be given when reasonably called for.
Mistakes will be corrected promptly with appropriate prominence.
Information for publication must be obtained by straightforward means unless there is an overriding public interest.

Dealing with a case of DTI frustration

Raymond Hughes on an drive against insider dealing

STAFF at the Department of Trade and Industry who spearheaded the Government's drive against insider dealing may well be feeling aggrieved and frustrated.
Twice in the last few weeks they have seen prosecutions they have mounted against men they suspected of insider dealing collapse on judges' directions.

Thatcher defends her record

By Michael Cassell, Political Correspondent

MRS Margaret Thatcher, the Prime Minister, last night suggested that any challenge to her leadership would strengthen her own position and said she intended to remain premier as long as the Conservative Party and the electorate wanted.

Judicial verdict due on docked ambulance pay

By Fiona Thompson, Labour Staff

A HIGH COURT judge will this morning decide whether London ambulance crews are to have their pay docked for refusing to work normally.
Unions representing the London crews sought an injunction to stop London Ambulance Service management cutting pay after a letter to staff last week from Mr Tom Crosby, London's chief ambulance officer.

Minister backs role of county councils

By John Hunt

COUNTY COUNCILS will continue to play a prominent role in the town and country planning system in England and Wales for some time to come, Mr Chris Patten, the Environment Secretary, said yesterday.

ECONOMIC FOCUS ON SOUTH AFRICA

Southern Africa's future lies in mutually beneficial interdependence

In this final interview of the series Kent Durr, Minister of Trade, Industry and Tourism talks to John Spira, Finance Editor of the Johannesburg Sunday Star about economic interdependence in Southern Africa.



Kent Durr

Spira: The State President recently launched a top-level investigation into the proper co-ordination of economic policy measures. Are you able to sketch the road ahead for South Africa against this background?
Durr: The State President pointed out that political progress had to be in harmony with economic development and that it was therefore imperative that the constraints imposed on growth by the balance of payments be lessened, removed or overcome.

Ministry of Trade, Industry and Tourism
Private Bag 2274
Pretoria 0001
Tel: (012) 322-7677
Fax: (012) 322-9690

Treasury official gives warning on government spending levels

By Peter Norman, Economics Correspondent

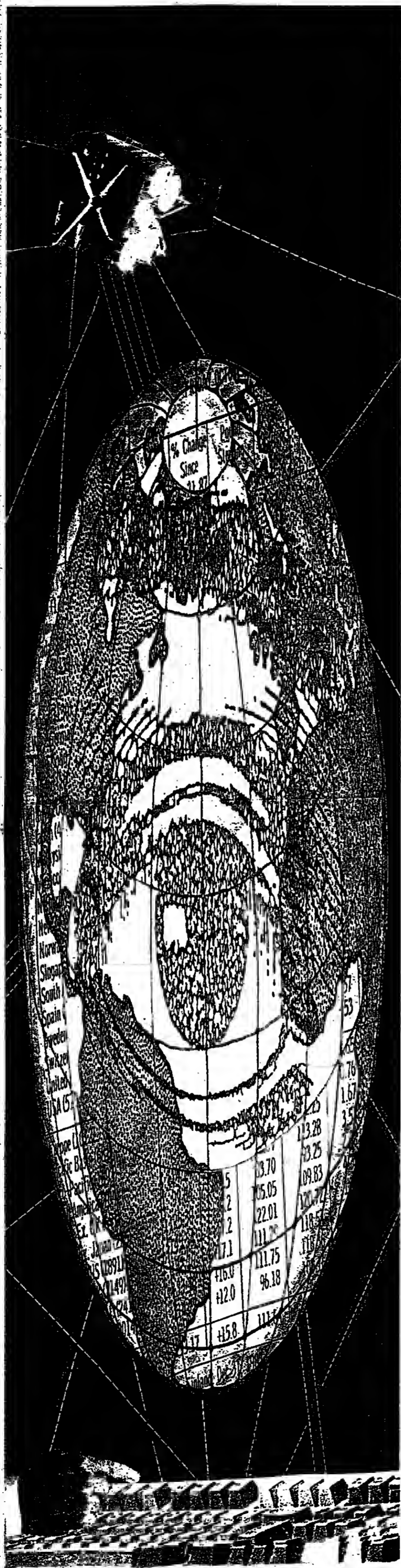
MR NORMAN LAMONT, Chief Secretary to the Treasury, yesterday warned that it could become more difficult for the Government to maintain its tight public expenditure regime as the economy slows.
Giving evidence on the Government's latest public expenditure plans, he told the House of Commons Treasury and Civil Service Committee that the Government's overall aim of cutting public spending as a percentage of gross domestic product could be threatened if the economy continued to grow slowly after next year.



Lamont: denied policy shift

"ALTHOUGH
 WE DEAL
 ON 24
 STOCK EXCHANGES,
 TO US
 THERE IS ONLY
 ONE MARKET"

DAVID BAND
 CHIEF EXECUTIVE
 ON
 THE GLOBAL EQUITIES MARKET



A few years ago we talked of multi-national companies with reverential awe.

It seemed then that only the very largest organisations could genuinely transcend national borders.

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Just as we treat it as one investment market.

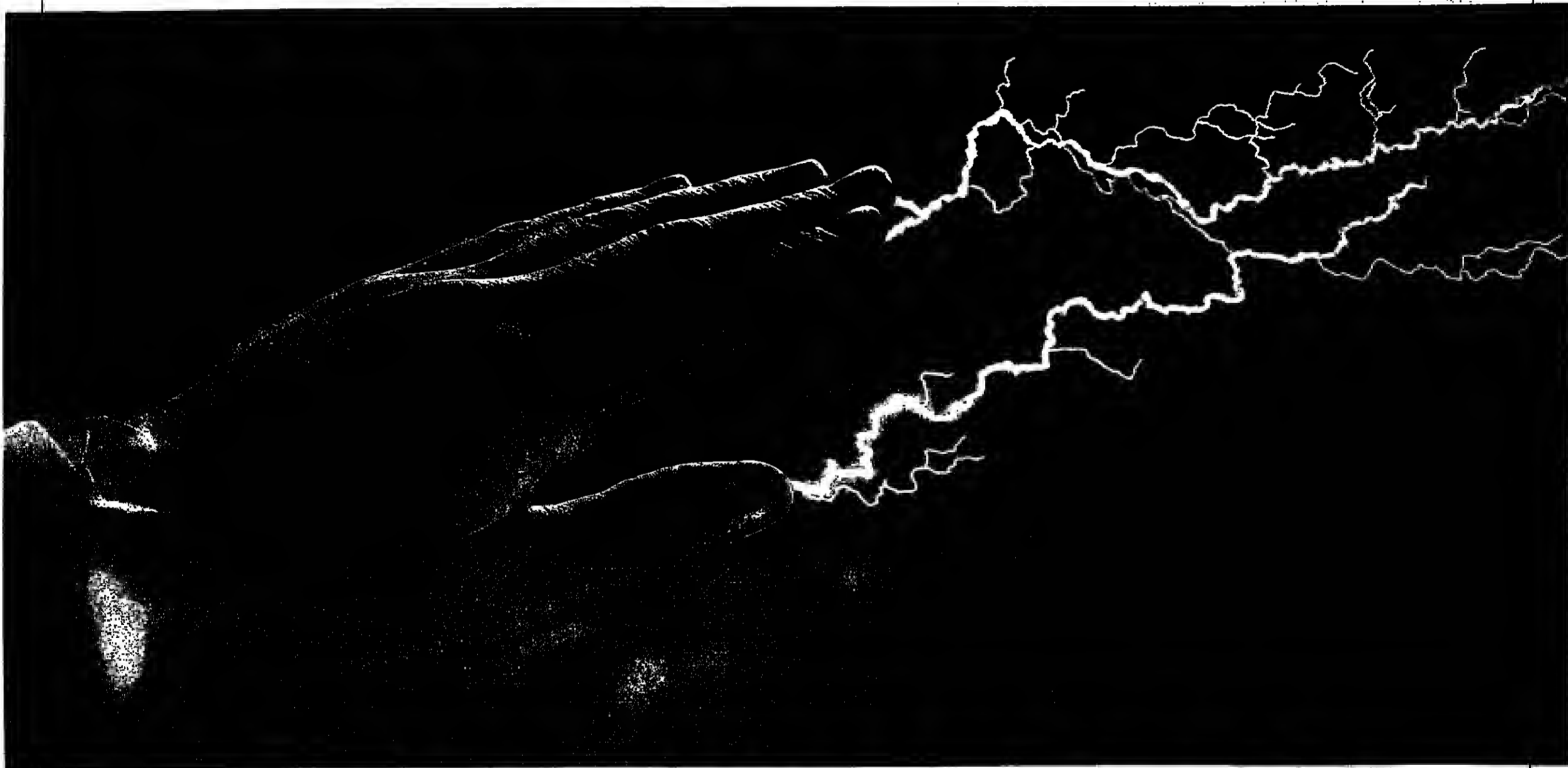
To find out how David Band's view of the investment market could help your business, send your business card to him at the address below. Or telephone us in London on 623-2102.



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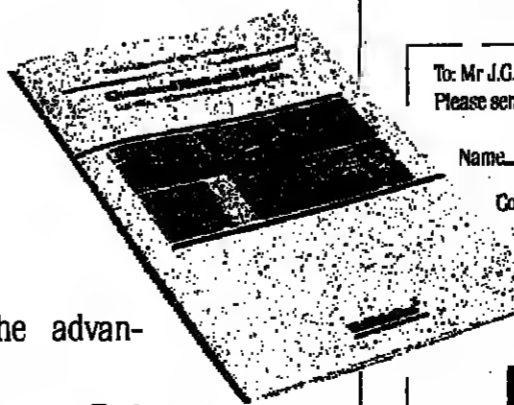
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UK NEWS

Row with workers threatens siting of engine plant
Vauxhall sets deadline for Ellesmere accord

By Michael Smith

VAUXHALL, the vehicle manufacturer, has given its Ellesmere Port workforce a deadline of one week to agree a series of far-reaching changes, including the establishment of what union leaders consider to be a no-strike deal.

two manufacturing plants in Ellesmere Port and Luton. Vauxhall has told its 5,000 Ellesmere employees that it wants a three-year pay deal as one of the conditions of bidding for the executive engine plant. In its "final" pay offer, subsequently rejected by workers, it had suggested a two-year agreement.

elements of the company's proposals were totally unacceptable to the unions and the company appeared to be making it "almost impossible" to conclude a deal. Vauxhall tabled its detailed demands for working practice and bargaining changes at Ellesmere Port after intervention by the Trades Union Congress settled an inter-union row earlier this month.

Sainsbury to accept new Visa debit card

By David Barchard

THE DEBIT CARD war between the big clearing banks took a unexpected turn yesterday with the news that J. Sainsbury, the leading UK food retailer, is to accept Visa debit cards issued by Lloyds and Barclays banks.

Prestwick flights monopoly 'should end'

By James Suxton, Scottish Correspondent

THE SCOTTISH economy would benefit if the Government ended the monopoly enjoyed by Prestwick Airport over transatlantic flights to Scotland, Sir Norman Payne, chairman of BAA, formerly British Airports Authority, said yesterday.

He said new transatlantic air services would start from Glasgow and there would be more connecting domestic and European services. He denied that BAA intended closing Prestwick, 35 miles south-west of Glasgow, which is underused. Consultations for a government policy review of Scotland's lowlands airports end this week.

He said four British and three US airlines had told BAA they wanted to operate transatlantic services from Glasgow and charter carriers wished to fly from Edinburgh. Connecting domestic and European services, none of which use Prestwick, would be strengthened. BAA was investing £50m at Glasgow. An open skies policy would bring forward by about three years a £60m investment programme planned for the latter part of the 1990s.

A further £10m-20m would have to be spent to cope with long-haul services. He said traffic using Glasgow would rise by 5 per cent. Glasgow's terminal would have to be expanded, but there was plenty of spare runway capacity, Sir Norman said. BAA was "amazed" at suggestions that safety at Glasgow was "inadequate or unsatisfactory" and suggestions that it presented a security risk were "beneath contempt".

High cost to local authorities of competing for services
Councils 'won most contracts'

By Richard Evans

LOCAL authorities have won 81 per cent of contracts let since the introduction of compulsory competitive tendering in July 1988 in a range of council services, but the costs of winning have been high, according to the latest research published yesterday.

Analysis of 448 contracts - more than 90 per cent of those awarded across Britain over the last 15 months - shows that about 11,400 jobs have been axed by councils seeking to cut costs and win contracts for services which were traditionally performed by the employees of councils.

arrangements with trade unions and building up a spirit of municipal enterprise. But the research also showed there was a significant price to pay. "Scarce resources, time and effort are being directed away from crucial services... and the private sector is picking and choosing the types of contracts it wants."

Gloomy road ahead for travel trade
High rates are taking their toll on holidays, reports David Churchill

By David Churchill

BRITISH Island Airways, one of the publicly quoted charter airlines specialising in ferrying holidaymakers to Mediterranean resorts and other European destinations, yesterday asked for a suspension of pending "clarification of the company's financial position."

Thomson reduced its holiday programme by 500,000 holidays earlier this month, bringing its total cuts to almost a million fewer holidays on sale next summer than this year. Intasun also cut another 200,000 holidays from its summer programme, in addition to the 300,000 already announced.

five of the Thomson Travel Group, which includes Britannia Airways as well as Thomson Holidays, said: "We are leasing out surplus aircraft as well as disposing of two older Boeing 737 aircraft."

Last week Hogg Robinson's pre-tax profits for the six months to 30 September fell to £9.5m from £8.6m in the corresponding period last year mainly because of the slump in the travel trade.

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Washington, D. C. ("IBRD")
IBRD 6.8% Japanese Yen Bonds of 1977
Due 1992 (Ninth Series) (the "Bonds")

In Brief
Disney-style park plan in Rainham

Plans for a Disney-style theme park at Rainham, Essex, by the US entertainment group MCA are expected to be announced tomorrow, writes David Churchill. Mr Tony Young, president of MCA Enterprises International, is expected to announce that a planning application will be made for the theme park, based on the company's Universal Studios theme park in Los Angeles.

School repair bill
Repairs worth £3bn are needed to bring schools in England up to acceptable standards, the Labour Party education spokesman Mr Jack Straw claimed. He said the party would cancel the building of City Technology Colleges, the controversial new business-sponsored schools, which would divert about £30m towards the rest of the schools programme.

Textile export boost
Statistics from the National Wool Textile Export Corporation show that the value of the industry's exports rose 12 per cent to £216m in the first three-quarters of this year, largely helped by its success in selling luxury woolen cloths to Japan.

Fewer teachers
Teacher numbers in secondary schools will fall by about 10 per cent to 205,000 by 1997 on present trends, according to a report by the Institute of Manpower Studies at Sussex University. It confirms fears that there will be increasing problems in maintaining teacher supply, particularly in the secondary sector.

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T. E. S. Packing and Seals Limited
The business and assets of this well established company are offered for sale by the Joint Administrative Receivers.

ASSETS FOR SALE
The assets are being offered for sale both on an en bloc basis and by individual item(s) and lot(s) and can generally be described as follows:

PRECISION PRESSWORK COMPANY
The Administrator, H.E. Hayes, offers for sale the business and assets of this well established Engineering Company.

INSPECTION OF ASSETS
Those parties wishing to receive the solicitation package or make an appointment to inspect the equipment can do so by contacting Mr Paul G. Goodman, C.A., or Mr Roger Renard, C.M.A.

Zinc Alloy Diecaster Midlands
The company is a long established Midlands manufacturer, concentrating on zinc alloy diecasting although some products are manufactured from steel and plastic.

PICTURE FRAME SUPPLIERS SWINDON
The Joint Administrative Receivers offer for sale as a going concern the business and assets of Swallow Mouldings Limited, a company engaged in importing and marketing through wholesale and retail outlets of picture frames and mouldings.

57' CHARTER YACHT FOR SALE
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Telecommunications Company Purchaser required for company that has developed telecommunication products for the financial, general business and executive markets.

FOR SALE EMPLOYMENT AGENCY/ TECHNICAL DESIGN GROUP Profitable financially-sound business operating in most sections of engineering & construction industries.

OUTSIDE CATERING COMPANY FOR SALE Prestige company specialising in "blue chip" clients in the Thames Valley.

PUBLISHING COMPANY FOR SALE including sale of established national titles

DEC COMPUTER SYSTEMS HOUSE FOR SALE Specialising in systems for manufacturing companies, turnover of £2.2m.

FOR SALE SECURITY ROLLER GRILLES AND CLOSURES COMPANY South East Manufacturer with t/o £1.2 million.

Shopfitting Company Glasgow based shopfitting with £4m+ t/o from large modern freehold premises

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BUSINESSES FOR SALE FOR SALE BY PRIVATE TREATY Extensive Industrial premises with comprehensive range of modern Abbatis Plant and Equipment.

Inventions to Industry Over 3,000 innovations/technologies are submitted to us annually, which we categorize, patent and present to companies for exclusive license.

CONSTRUCTION COMPANY - NORTH WEST Due to planned retirement, the owner of a North West building and civil engineering concern with a turnover £5 million

PRECISION ENGINEERING COMPANY Situated on South Coast with well equipped modern fabrication machinery and assembly facilities.

MIDLANDS BASED COMPANY FOR SALE Midlands based private limited company provides wide range of SUB-CON FACILITIES for quality products.

THE TOTAL EQUITY Of an established well managed leisure company is for sale due to the retirement of its directors.

POSTER ADVERTISING COMPANY FOR SALE An exciting new outdoor poster media company offering over 3,000 contracted prestigious sites throughout the UK.

AUDIO VISUAL HIRE COMPANY Profitable well established A.V. Company for sale as owners wish to retire.

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Businesses with a turnover in the range £250K to £1 million are of particular interest.

EDUCATIONAL Five Arches Press (In Administration) Tenby, Pembro

Majorpress Limited (In Receivership) Wakefield The Lithographic printing and carton making business and assets of the above company are now for sale.

Grant Thornton The U.K. member firm of Grant Thornton International, Authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.

CONTINENTAL MEAT PRODUCTS LIMITED In Receivership An opportunity to acquire the assets of a meat processing company operating from modern premises of approximately 12,000 sq ft in Newport.

GENERAL ENGINEERING, SHEET METAL FABRICATION West Yorkshire Annual turnover approaching £600,000

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WANTED LISTED COMPANY Businessman requires controlling interest in fully quoted, USM or third market company with market capitalisation not exceeding £10 million.

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WANTED Substantial secured commercial and industrial loan portfolio for acquisition by Croydon Financial Services Ltd.

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WANTED INVESTMENT MANAGEMENT UNIT/ INVESTMENT TRUST STOCKBROKERS

WANTED - BUSINESS DIRECTORIES Growing business database and directory company interested in company site or interested in companies involved in publishing from business databases.

THE BUSINESS PAGES ALSO APPEARS ON PAGE 38

ARTS

Good dose of cynicism needed

William Packer reviews two sculpture exhibitions in London



Gerard Murphy Doctor Faustus

Doctor Faustus at The Pit is very much like Marlowe's play of that title. The sequence of events, and most of the lines, are as they are in the usual amalgam of the early and the late editions.

Belcher, one in drag with built-in fireworks Faustus's rejected wife. These subsidiary characters, whether Pope, horse-courser, winker or Alexander the Great, are shown in one dimension.

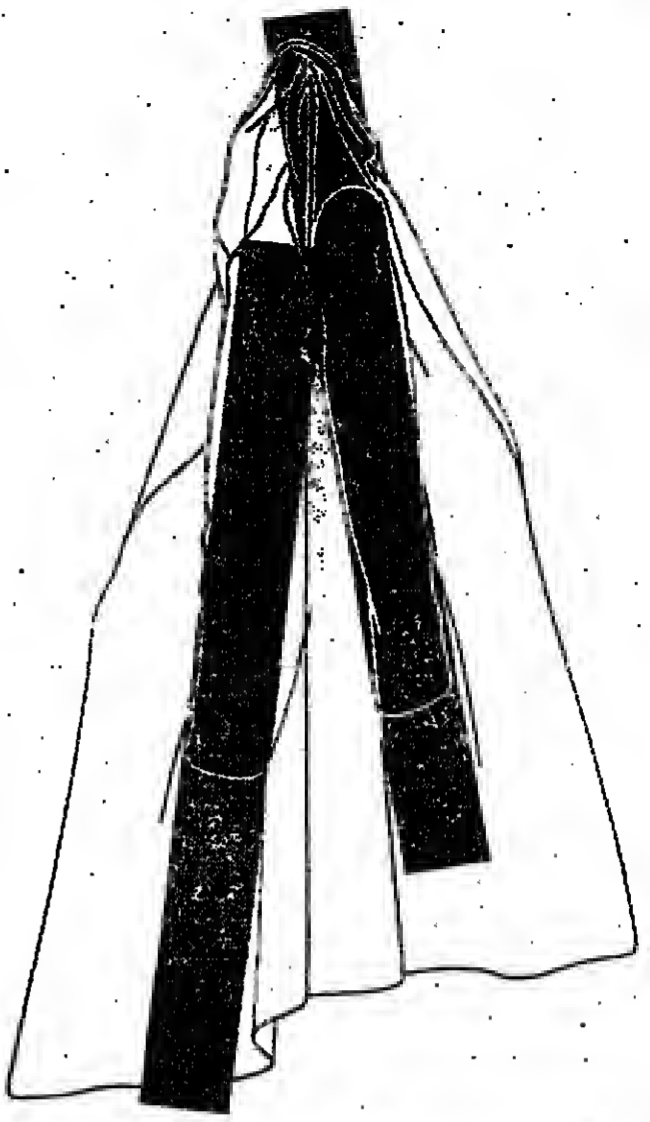
Of all the forms that modernism has taken in our century, Dada and Surrealism which sprang from it, have proved the most profound in their general effect upon our common sensibility and experience.

Nikolai Demidenko

WIGMORE HALL

When one of his hands is momentarily unoccupied, he is liable to make his fingers busy with gestures which, but otherwise Demidenko is not a visibly showy pianist.

their size, for Craig-Martin is clearly no draughtsman and the rectilinear arrangements of venetian blinds are blander still. There is no doubting Craig-Martin's seriousness and sincerity. He believes that what he does is truly creative and he indeed a true artist.



'Man,' 1984 by Michael Craig-Martin: oil on aluminium panels with painted steel lines

Mikhail Pletnev

WIGMORE HALL

Pletnev's reputation continues to grow; his Wigmore Hall recital on Sunday afternoon was packed, and the audience noisily appreciative. His programme was an extravaganza.

John Adams

ELIZABETH HALL

In Friday's London Sinfonietta concert, the second of two conducted by the American conductor and composer John Adams, the best music came at the end.

Rambert: Embrace Tiger and Return to Mountain

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One British dance company has changed more in recent years than the Rambert. And it has made this plain by occasional revivals of works that were once important to it.

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ARTS GUIDE

OPERA AND BALLET London Royal Opera, Covent Garden. The Royal Opera tries again with Donizetti.

Zur und Zimmermann and Eugen Onegin. Opera. The successful Marco Arturo Marelli's Madama Butterfly production returns with Yoko Watanabe.

Barcelona Gran Teatre del Liceu. Adriana Lecocquer, co-produced by the Teatro Alla Scala and Teatro Comunale.

Bologna Teatro Comunale. Season opens with Werner Herzog's production of Verdi's Giovanna d'Arco.

Chicago Lyric Opera. Frederica von Stade sings Rosina with Frank Lopardo as Count Almaviva.

Bix Beiderbecke remembered

The music of cornettist Bix Beiderbecke and his friends will be commemorated at a concert at London's Elizabeth Hall on Saturday December 16.

FINANCIAL TIMES (01) 134441

David Lascelles on Deutsche Bank's strategy in acquiring Morgan Grenfell Slow to strike but sure of aim

Takeovers and 1992

AS BARRIERS to the free movement of goods, capital and labour come tumbling down all over Europe thanks to the 1992 programme, the European market is increasingly anomalous lock about it. To date it has been touched only marginally by the tide of liberalisation that is sweeping across the Community. It remains diverse in the extreme. And as a new report by Coopers & Lybrand for Britain's Department of Trade underlines, the obstacles to takeovers in most member countries of the Community are far greater than in Britain.

There is nothing to suggest that the Anglo-Saxon way of holding management to account is inherently superior and plenty of circumstantial evidence that points in the opposite direction. Nor are takeovers likely to play an overwhelmingly important role in the foreseeable future given that these countries' equity market capitalisations amount to a relatively small per cent of GDP. In most Community countries family control remains overwhelmingly important and habits of secrecy die hard.

Within Europe, as Coopers & Lybrand point out, Britain is the extreme case. It follows that there are limits to the Government's ability to reshape the European market in corporate control in an Anglo-Saxon mould. There are anyway plenty of worthwhile economic gains to be had from improved information on corporate performance and ownership, which would be of mutual benefit to all member states. These deserve the highest priority. And as much emphasis should be placed on securing the implementation of existing disclosure requirements and disclosure as on measures for the future.

In Britain management is accountable to shareholders, and while directors have been statutorily obliged since the 1970s to take into account employees' interests, their main preoccupation is with increasing earnings and assets per share. In contrast, many continental European countries regard the management's first duty as being to the business, the employees and the company's bankers.

Contested bids

The conflict between the two views is highlighted by opposing standpoints on the value of contested bids. The British regard takeovers as the ultimate discipline over bad management. For the West Germans, whose system of two-tier boards and limited equity voting rights militates against takeovers, predatory bids are identical to two key ingredients of their post-war industrial success: management's ability to take the long-term view and harmonious labour relations. And the German banks can provide a more timely discipline than Anglo-Saxon markets - witness the recent

departure of the chairman of Daimler Benz at the behest of Deutsche Bank. There is nothing to suggest that the Anglo-Saxon way of holding management to account is inherently superior and plenty of circumstantial evidence that points in the opposite direction.

Extremes case. Within Europe, as Coopers & Lybrand point out, Britain is the extreme case. It follows that there are limits to the Government's ability to reshape the European market in corporate control in an Anglo-Saxon mould.

Nor is it clear that Britain's interest lies exclusively in opening up Europe to a British corporate invasion. Against a background of weaker sterling, the London merchant banking fraternity's powerful urge to sell off the British quoted corporate sector to foreigners has some temporary merit.

When Alfred Herrhausen joined the senior management of Deutsche Bank 19 years ago, it did not have a single retail office outside Germany. Today, under his leadership, it has 500 and by the end of this year it should have completed its biggest foreign acquisition, the \$950m bid for Morgan Grenfell, the London merchant bank.

Yesterday's deal is the clearest sign yet of the powerful advance which Germany's largest bank has mounted on the world stage, an advance which many believe puts it in a good position to straddle the Continent and become the first European bank par excellence in the 1990s.

Deutsche Bank's expansion comes from a need to strengthen the geographical spread and the range of its activities. In the last three years, Deutsche has bought banks in Italy, Spain, the Netherlands, Austria, and Portugal, which have brought it a much wider presence on the ground.

Table with 3 columns: COMMERCIAL BANKING, INVESTMENT BANKING, OTHER. Lists various banks and their acquisition dates.

Deutsche's expansion comes from a need to strengthen the geographical spread and the range of its activities. In the last three years, Deutsche has bought banks in Italy, Spain, the Netherlands, Austria, and Portugal, which have brought it a much wider presence on the ground.

where Deutsche Bank was weak was in merchant banking. Although it has successfully developed its London subsidiary, Deutsche Bank Capital Markets, into one of the leading players in the international debt issuance and trading business, this is not the same as possessing the deal-making skills of a top merchant bank.

Eventually, Deutsche may even start to wind down some of the industrial holdings which underpin its powerful standing, but actually provide it with rather small returns.

Both will be breaking new ground

Furthermore, yesterday's deal has an impulsive look to it. Deutsche has owned a stake in Morgan for five years and could have made a much bigger deal.

become responsible for two group-wide Deutsche Bank activities: mergers and acquisitions, and international asset management, the two main businesses in which Morgan now specialises.

The main question, however, for Deutsche is what is most likely to happen in Europe in the years ahead, and how it should respond.

Self-regulation of the press

FOR SOME TIME there has been public unease about the conduct of the British press, concerning both intrusions into privacy and inaccuracy. The code of conduct published yesterday by editors of national newspapers is an attempt to allay those anxieties without the need for statutory rules.

The Financial Times supports a system of self-regulation for the newspaper industry. The system should ensure that complaints from readers are dealt with promptly and fairly, that readers who think they have been badly treated by a newspaper should have an opportunity to redress, and that there is continuous pressure on newspapers to maintain the highest standards of journalistic behaviour.

Self-regulation should cover both the internal procedures within each newspaper for handling complaints and a strong, independent Press Council to which readers can turn if they are not satisfied by the newspaper's response or if they believe that a newspaper's behaviour is falling seriously below acceptable standards.

The code issued yesterday covers respect for privacy, opportunity to reply, prompt corrections, the conduct of journalists in obtaining information and the avoidance of irrelevant references to race, colour and religion.

Readers' ombudsman. The Financial Times supports the code of conduct issued yesterday. However, we have reservations about the proposal that each newspaper should appoint an ombudsman or readers' representative to respond to and to rule on readers' complaints.

The Government has responded to public disquiet about the behaviour of newspapers by establishing the Calvert committee to consider safeguards against intrusion into privacy and other matters.

Topping of Danny Wall

Danny Wall, the chief US regulator at the heart of the Lincoln Savings and Loan scandal, is in that unenviable position of sitting on the end of a branch which is slowly, but inexorably, breaking. Wall is being blamed, with some justice, for the near two year delay in the Federal closure of Lincoln at an additional cost of US taxpayers of more than \$1bn.

OBSERVER

his resignation. The White House has also distanced itself from Wall, leaving his fate to be determined by the current inquiries.

All in the name

The Deutsche Bank, which is busy taking over Morgan Grenfell, has always had a great advantage in its name. It sounds very powerful, especially in its own accounts.

Young Paisley

The "Big Man" goes on and on. Ian Paisley, preacher, anti-unionist and politician, had been looking as though he was losing some of his enthusiasm for fighting the enemies of Ulster.

Perhaps not

Last week's joke in Prague: "In the year 2,000 Europe will be in three parts. There will be a United States of Western Europe, a Union of Soviet-Czech Republics and a third part in the middle called the Czechoslovak Socialist Republic."

Another East

According to the West German polling organisation, Wiekert, 800,000 West Germans would prefer to live in East Germany, though few have yet decided to go.

Swedes marry

At the last count, about half the men and women living together in Sweden were unmarried. Such couples are known as sambo. All that is suddenly changing.

will lose their right to receive a widow's pension when their man dies unless they are joined together in matrimony. At least that is what they think. In fact, the legal change - part of the country's great tax reforms - is more complicated.

Safe choice

Sign over a display of burglar alarms in a Birmingham shop: "Ideal gift for the man who has everything."

Advertisement for SCT Ljubljana tunnel-boring crew. Includes image of tunnel boring equipment and text: 'THE KARAVANKE TUNNEL SCT Ljubljana's tunnel-boring crew met up with their Austrian colleagues on 28th May 1989'.

LETTERS

Checks can be more effective than controls

From Mr Adam Ferguson.
Sir, Edward Mortimer begins his article ("Pulling down the frontiers," November 22) with a quotation from the Prime Minister's speech at Brussels, where she said it was "... plain common sense that we cannot totally abolish frontier controls if we are also to stop the movement of drugs, of terrorists, and of illegal immigrants. That was underlined graphically only three weeks ago, when one brave German customs officer,

doing his duty on the frontier between Holland and Germany, struck a major blow against the terrorists of the IRA." Mr Mortimer notes that Mrs Thatcher's argument has failed to persuade West Germany and the Netherlands: the Schengen Treaty will abolish, in December, all frontier controls of the flow of people between them. But the correct story of the arrest of those two IRA terrorists never supported the argument in the first place.

Your readers will recall that the *men* were not arrested at a frontier control, but some 150 yards (or metres, as they are known in those parts) inside West Germany, where they had stopped their car voluntarily - perhaps to study a map - at a road junction near Waldmunch. The brave customs officer who challenged them on suspicion, and in whom they surrendered, was not on a routine patrol; indeed their capture seems to have been largely a fluke.

Those terrorists were less likely to have been taken unawares and apprehended at a frontier control than, as happened in practice, by the kind of spot-checking (on a known drug-smuggling route) now envisaged by the five countries of "Schengenland". As the Channel Tunnel nears completion, it might be common sense to begin aligning ourselves with the Schengen philosophy. Adam Ferguson, 15 Warwick Gardens, W14

A statutory minimum wage in the UK context

From Mr Bryn Jones.
Sir, Professor Richard Layard claims (November 22) that low wage levels create jobs, minimum wage legislation destroys them; while tax and benefit allowances (TBA) could compensate low-wage workers. This view rests on two idealised assumptions: 1) That firms prosper better through a low wage/low price business strategy; and 2) That the existence of some kind of job opportunities is the important thing, rather than the nature of work.

It is true, in the UK context, the more cheap labour is encouraged, the more firms will rely on providing low cost/low quality types of goods and services, rather than the more competitive high quality/higher cost characteristics of say, north European imports. Low pay also means low skills, low morale/commitment, susceptibility to redundancy, and often makes it difficult to justify the costs of investing in new technology. TBAs would subsidise low-wage employers. And rather than being a pre-condition for skill-based competitiveness and business expansion, the Layard proposals would preclude them.

As he points out, unless a minimum wage is set so low that its significance is little more than cosmetic, it is bound to cause unemployment among the poorest and most disadvantaged members of society. One would have thought that this conclusion, unlike some other economic theorems, was plain common sense; the existence of minimum wage standards in so many countries is therefore

hard to explain. The explanation no doubt lies in the considerable influence exerted by trades unions concerned to further the interests of their members, rather than those of workers as a whole. It is somewhat ironic that the Knight-Ridder Charter should refer to the combating of unemployment as a priority objective, but should otherwise demonstrate quite clearly the dominant part which the unions must have played in its formulation. Edgar Palmour, Widener Share Ownership Council, Juxon House, 94 St Paul's Churchyard, EC4

IBM and the GSA

From Mr A.B. Cleaver.
Sir, Your article "IBM admits selling used equipment as new" (November 17) seems to impugn the reputation built by IBM employees, by suggesting that IBM wrongdoing has been uncovered in an investigation by the General Services Administration (GSA), the US Federal Government's procurement watchdog.



Reuters service

From Mr Nigel Judah.
Sir, An advertisement by Knight-Ridder Inc. appeared in the Financial Times on November 14 which bore the headline that Knight-Ridder was first with the news ahead of Reuters and Dow Jones. This assertion was said to be based on a Reuters internal document. The claim, based upon misinterpreted statistics, is wrong.

This suggestion is wrong. Minor administrative errors were discovered by IBM as a result of our internal audits, and voluntarily disclosed by IBM to the GSA more than 18 months ago. IBM's efforts to reach a satisfactory resolution of these issues, including reasonable compensation where appropriate. Our disclosure and on-going co-operation with the GSA are indicative of IBM's efforts to maintain the highest standards of business conduct in its dealings with customers. IBM resents any suggestion to the contrary.

Careful parenting begins here

From Mr Michael Barnato.
Sir, Corporate parenting has a lot in common with family parenting and similar factors make for success. Therefore, clear common ground between Mr John Cahill (Letters, October 5) and Messrs Campbell and Goid (Letters, November 6). My female twins, plus toddler, provide the following insights into the opportunities for parenting success (whether corporate or family):

- Synergy (shared clothes and toys);
- Restructuring (creating a family room);
- Control systems (a carefully timed daily);
- Appropriate skills (simultaneous, not sequential, feeding);
- Financial engineering (reduced school fees per head for second and third girls in the family);

Master cook

From Mr Philip Barton.
Sir, Lucy Kellaway describes moves in Luxembourg to settle accounts in Ecu with Eurocheque or Visa or Eurocard (November 21). Thomas Cook Mastercard travellers' cheques, denominated in Ecu, have been available for several years.

Management buy-outs and public companies

From Mr C.T. van Hoorn.
Sir, The bid for UK Paper by the Finnish paper company Metsä-Serla raises again the role of executives who are also (or hoping to become) significant shareholders.

The very large individual executive shareholders who hold here must tend to create pressure to sell sooner than otherwise, while making it less crucial for the best possible price to be achieved. This could encourage the executive/shareholder to look for potential purchasers who would give him/her the most favourable

ride following the bid - that is, those with limited management experience in the UK. Fears have also been expressed about the danger inherent in an opposite situation. Perhaps the time has come for formal guidelines.

Business rate blues

From Mr Peter Damesick.
Sir, The Director of the Merseyside Chamber of Commerce (Letters, 14 November) is right to protest the inequitable treatment of northern businesses in the phasing-in provisions for the new Uniform Business Rate (UBR). Those business occupiers who stand to gain from a reduced rate bill will have the full benefit deferred in some cases for many years - in order to pay for the phasing-in protection given to occupiers facing large rate increases. The parallel with the previously proposed "safety net" arrangements for the Community Charge is obvious.

The problem is that there is no such thing as a standard pension scheme. Unless employers are willing to have something comparable to an annual actuarial valuation on a prescribed basis, a way round this needs to be found. I suggest that once the value of benefits to date has been determined on conventional principles, it will be necessary to bring into play an amount calculated using a money purchase basis as a surrogate - specifically I would propose that future service benefits are deemed to be represented by

Pensions problem

From Miss Wendy Ironmonger.
Sir, With good reason, the UK Government's response to the Occupational Pensions Board (OPB) report may be regarded by some as catastrophic for the final salary scheme. How many employers would be happy to assume liability of any shortfall in assets over liabilities on the basis of pension being revalued at 5 per cent a year compound? "Not many" is the probable answer - unless adequate insurance can be made available. The problem is that there is no such thing as a standard pension scheme. Unless employers are willing to have something comparable to an annual actuarial valuation on a prescribed basis, a way round this needs to be found.

Such insurance may not come cheap. But its cost would be less than that of full funding. Perhaps it is time to question whether full funding is necessarily either wholly desirable or a fully efficient use of resources. Wendy Ironmonger, 9 Larch Way, Haywards Heath, West Sussex

'A strong GATT agreement remains first prize'

From Mr Harry L. Freeman.
Sir, Your recent coverage of exports and imports of invisibles, including coverage of trade in services, has been excellent. However, it has not mentioned or developed a key point in the US's negotiating position in the Uruguay Round of the General Agreement on Tariffs and Trade (GATT), particularly in financial services.

months as GATT negotiators meet in Geneva. If an effective GATT agreement is not reached, US financial services firms are prepared to take an alternative bilateral or regional approach. Gone are the days when a less sophisticated US private sector followed the course of GATT negotiations from a distance, and accepted any multilateral agreement without reservation. There is no longer either a political or an institutional imperative to support any new GATT agreement, regardless of its provisions, as a matter of course. Furthermore, clear alternatives now exist if the GATT negotiations fail to produce a good agreement. Thanks mainly to important statutory changes in the US 1984 and

1988 trade laws, there now is a genuine bilateral option available to US financial services firms which find themselves shut out of foreign markets or discriminated against in those markets. The impact of those statutory changes equated services with goods in access to US bilateral trade remedies. If the GATT negotiations do not proceed, the US private sector can make aggressive use of practices in financial services trade. Still, this is a distant "second best" solution. A strong GATT agreement clearly remains first prize, and the objective of both the US private sector and the US Government. There is, of course, some irony here. Those countries which have been the most

vocal critics of US trade policy, which have stated that the US already is "going bilateral," at the same time have been the strongest opponents of multilateral financial services agreement. Yet these countries may well have the most to lose if an effective multilateral agreement is not reached, and the US financial services industry resorts to bilateral remedies. Those bilateral remedies, as now constituted, allow US retaliation against either goods, or services, or both, for proven discrimination against a US services exporter. Harry L. Freeman, American Express Company, American Express Tower, World Financial Center, New York City, New York 10285, USA

FOREIGN AFFAIRS

Peaceful manoeuvres off Malta

The West has a clear interest in ensuring Gorbachev's survival, argues Robert Mauthner

An American newspaper cartoon last week depicted the supreme controller in the skies reacting with astonishment to the latest events in Eastern Europe on his monitor screen. "Oops! I accidentally hit fast forward," he says to himself. It is a feeling shared by most ordinary mortals as the amazing spectacle of falling communist dominoes unfolds, not least, it seems, by President George Bush, as he prepares for this week's shipboard summit with his Soviet opposite number off Malta.

The US President's state of mind was aptly summed up when he told a questioner, who asked him how he saw the Nato alliance in 10 years' time, that given the pace of events in Eastern Europe, he couldn't see even 10 days ahead, let alone make long-term predictions. That was not the statement of a man about to make rash decisions affecting the future of the world, however sensitive he might be to criticisms that he has not reacted enthusiastically or positively enough to the escalation of reform in Eastern Europe.

At a time of momentous changes in Europe and the whole East-West relationship, it is not such a bad thing to have a cautious temperament in the White House, anxious to reassure Mr Mikhail Gorbachev of the West's good intentions rather than to take advantage of his weaknesses. The need for cool heads in the present situation hardly needs to be underlined.

It may well be true that, now the democratic genie is out of the Eastern European and, to some extent, the Soviet bottle, it would prove extremely difficult to stuff it back in again; but certainly not impossible, as the years between the two world wars have shown. It is therefore clearly in the interests of the West to ensure the political survival of the one man whose policies laid the groundwork for the steady events of the last few weeks: Mikhail Gorbachev. If he is replaced or overthrown and the Soviet military machine is once again allowed to have its head, who knows what new horrors lie in store for the long-suffering European continent.

One of President Bush's main tasks at the Malta summit will be to give Mr Gorbachev a great enough sense of security to carry on with his good works. Apart from maintaining his own political and military cohesion and achieving a level of economic progress which has long been the envy of the communist world, the West has not had to raise a

finger to achieve a result which no-one, in their wildest dreams, believed possible only a few months ago. But if the remarkable restraint shown by Mr Gorbachev in the face of the progressive collapse of the communist systems of Eastern Europe is to become a permanent factor of East-West relations, the US and its allies will have to show similar forbearance.

That means, for the moment at least, steering clear of super-sensitive issues such as the reunification of the two Germanys, and the implications such a development would have for the continued

of a stand-off by the two super-powers in the present delicately-balanced situation in Europe, world opinion will expect something a bit more positive from Malta. The meeting has been billed as an interim and unstructured occasion, pending a more formal, substantial summit to be held in the late spring or early summer next year. But when the earth has been shaken the way it has over the past weeks and months, the leaders of the world's two most powerful nations must at least give the impression that they know where they are going and that there are still bands on the

Union. In view of the liberalisation of Soviet emigration policy, Washington could also decide to waive the Jackson-Vanik amendment, which has prevented Moscow from benefiting from most-favoured-nation treatment in trade with the US.

The common US-Soviet interest in arms control, based on a mutual desire to lower east-west tensions and, increasingly, on economic and financial considerations, has intensified as the danger of a military confrontation in Europe has receded. It now seems certain that a far-reaching conventional arms reduction agreement will be concluded in Vienna next year, while a superpower accord on strategic nuclear arms has also been brought nearer by the progress made in the talks last September in Wyoming between Mr James Baker, the US Secretary of State, and his Soviet opposite number, Mr Eduard Shevardnadze. The two leaders can certainly be expected to give added political impulse to this process in Malta.

What is grist to Mr Gorbachev's mill, however, is poison to some of Washington's European allies, particularly Mrs Margaret Thatcher, the British Prime Minister. President Bush has promised that US troops will remain in Europe as long as Nato's European members want them to stay, but he has not said how many. The planned spending cuts recently announced by Mr Richard Cheney, the US Defence Secretary, together with Mr Bush's proposal last May for US-Soviet troop cuts in Europe down to a common level of 275,000, make it certain that the US conventional presence in Europe will be substantially reduced sooner rather than later.

The leaders of the superpowers must at least give the impression they know where they are going

Such a prospect should not be greeted with the dismay that it has obviously provoked in some Nato quarters. Not only is a reduced American troop presence in Europe a natural development of the present climate of exceptional détente, it is also an inevitable condition of any case for conventional forces pact. Such an agreement, it should not be forgotten, will provide for much greater reductions of troops and equipment by the Soviet Union and its allies than by Nato.

There is another silver lining to this particular cloud. Nothing will concentrate the European countries' minds so much on forging a European defence identity as a partial American withdrawal from the continent. That may not be the least important result of the superpowers' peaceful winter manoeuvres off Malta.



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FINANCIAL TIMES

Tuesday November 28 1989

A DIG IN TIME JCB CONSTRUCTION EQUIPMENT

PERUVIAN ECONOMY

Debt payments resume after four year fight

By Robert Graham in Lima

PERU has agreed to resume payments to the International Monetary Fund, to which it owes \$600m, and accept a shadow economic programme aimed at curbing its raging inflation.

for the Inti against the dollar rose from 9,000 to 13,000 and the Government had been forced to introduce a series of measures to protect the currency.

aimed at stimulating economic growth and maintaining real wages. The programme will also take account of the serious problems Peru faces from drug trafficking and the spreading insurgency spearheaded by the Maoist guerrilla group Sendero Luminoso (Shining Path).

way of thinking. But it is clear that substantial changes in his interventionist and state-dominated economic programme will have to be made if a full agreement is to follow.

Brittan unveils insurance services plan

By Tim Dickson in Brussels

RADICAL new plans to create a single European market in insurance services were unveiled last night by Sir Leon Brittan, the EC's Commissioner for financial services.

Discussions ideas for ensuring a prudent investment approach by non-life companies, he said the Commission's approach would be to "establish a small number of simple rules governing permissible assets: their diversification; their valuation; and the matching of the currency of investments against the currency of risks."

EC agrees concessions on trade to Eastern Europe

By David Buchan in Brussels

EUROPEAN Community foreign ministers yesterday stepped up their support for political reform in the East by endorsing a 10-year trade and co-operation pact with the Soviet Union and further commercial and financial concessions for Poland and Hungary.

Sterling falls against D-Mark

By Patrick Harverson, Economics Staff, in London

THE POUND fell by nearly 3 pence against a strong D-Mark effort to break down fresh fears that the UK Government may have to raise bank base rates again to prevent the currency's slide from adding to inflationary pressures in the economy.

Opec output likely to remain high

By Steven Butler in Vienna

OIL PRODUCTION by the Organisation of Petroleum Exporting Countries is likely to continue at high levels - possibly 23m barrels a day - into the new year under a proposal being negotiated in Vienna last night.

Indian assembly dissolved as Gandhi loses majority

Continued from Page 1

looking for support from the BJP party and the Marxists. Consultations between the parties gathered momentum as the President announced the dissolution of parliament.

A bank before lunch

Continued from Page 1

Moreover, some of his own colleagues have been annoyed by his habit of pronouncing on broad issues rather than concentrating on the detailed business of pushing the bank forward into the 1990s.

WORLD WEATHER

Table with columns for location, temperature, and weather conditions for various global cities.

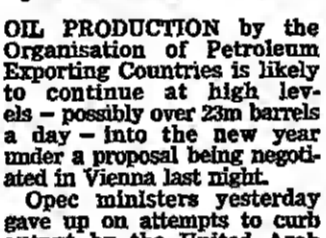
Norgren dismissed over insider dealing

Continued from Page 1

and the day the \$40 a share offer was announced. The SEC also named Verwaltungs- und Privat-Bank Liechtenstein, which it alleges executed the trades on behalf of Fincor Anstalt; Guardian Bank and Trust Cayman; and Banque Internationale à Luxembourg.

Deutsche Mark

Weighted index ave. 1985 = 100



The high cost of a City office

The top management of Barclays or NatWest using office Deutsche Bank. If they had splashed out \$360m, or 10 per cent of their stock market capitalisation, on buying a middling London merchant bank at close to 20 times earnings, their shares would almost certainly have plummeted.

British Aerospace

It may look reasonable enough for the market to have clipped 10p from British Aerospace's shares yesterday, in response to more bad news about a shortfall in payments from Saudi Arabia.

Equally important, like many smaller airlines it is under-capitalised. The predators no longer seem willing to pay a silly price just for access to an important hub like Gatwick. A year ago a rival, Airlines of Britain, was able to double its capital base by selling a quarter of its equity to SAS on a multiple of 17 times earnings.

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FINANCIAL TIMES

COMPANIES & MARKETS

Tuesday November 28 1989

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INSIDE

Exploring the far corners of the globe



Merrill Lynch's launch this week of an Indonesian investment fund is the latest in a series of new country funds riding on a wave of interest in emerging stock markets. Investors who were put off by the stock market crash of 1987 are once again looking to diversify their funds into little-known corners of the world where stock market growth can be phenomenal. Deborah Hargreaves looks at one of the easiest and cheapest ways of investing in markets with limited access to foreign investors. Page 33

Glimt in South Africa's eye

Advancing stock markets overcame declining ones last week. Steady gains by leading exchanges, including the US and Japan, helped the FT-Actives World index to rise by more than 1 per cent. South Africa, with a golden glint in its eye, was the best performer of the week. A surge in the auction price pulled the country's index more than 4 per cent higher. The world's worst performers were Finland, Austria and Sweden. Elsewhere, Malaysia, and Singapore rose more than 3 per cent, while Australia fell 1.3 per cent as economic gloom persisted. Page 52

The cost of purer water

British farmers have never been convinced of the need to cut back on applications of natural and chemical fertiliser in order to reduce nitrate pollution in the country's water supply. And, writes David Richardson in his Farmer's Viewpoint, recent revelations of levels of compensation proposed for voluntary reduction schemes have done little to win them over to the idea. Page 40

Obstacles on the road

Lancia is about to become the first European vehicle maker to offer what is claimed to be the most stress-free simple-to-operate transmission system available. The electronically controlled continuously variable car transmission will be fitted to about 25 per cent of the Y10 small hatchbacks sold in Europe's capital cities. Although Lancia is confident that the concept will eventually supplant all other forms of transmission, considerable obstacles need to be overcome before it can be applied to big cars. Page 38

Market Statistics

Table with 2 columns: Metric and Value. Rows include Benchmark Bond yields, FT-Actives World Index, and various commodity and exchange rates.

Companies in this section

Table listing various companies and their share prices. Columns include Company Name, Price, and Change.

Chief price changes yesterday

Table showing price changes for various companies and indices. Columns include Company Name, Price, and Change.

London prices

Table listing London stock market prices for various companies and indices.

Court backs Sea Containers

By Andrew Hill in London

SEA CONTAINERS, which is fighting a \$1.02bn hostile bid, has defeated a crucial legal challenge to its defence plans, after more than five months of wrangling in the Bermuda Supreme Court. The favourable decision should allow Sea Containers to proceed with a defensive tender offer for its own shares. But the predators - Tiphook, the UK container rental company, and Stena, a private Swedish ferry operator - may appeal against the ruling. They may also ask for a full trial of the evidence in the case, which has so far been concerned only with the preliminary legal issues. The predators' advisers were last night examining the judgment. Sir James Astwood, Bermuda's chief justice, ruled yesterday that

the purchase of Sea Containers' shares by its own subsidiaries was lawful. He also ruled that an earlier bid defence - Sea Containers' so-called "poison pill" shareholder rights plan - was legal. Mr James Sherwood, Sea Containers' president, has been waiting for the outcome of the legal struggle to set a date for the Bermuda-registered company's long-awaited annual meeting at which shareholders will vote on the group's defence plans. Sea Containers, which owns Sealink British Ferries, is thought to be planning a meeting for the end of January. Representatives of New York arbitrageurs, who at one stage held as much as 15 per cent of Sea Containers' shares, were in court to hear the decision, but the shares seemed unmoved in New York immediately after the ruling. They were trading almost unchanged at just over the Anglo-Swedish bid price of \$63. It is thought that Tiphook and Stena will today try to persuade the judge to extend an injunction preventing Sea Containers from pursuing its defensive strategy (see leading in this issue). The original injunction, which would have thwarted the Sea Containers defence, has expired. The ferry and container company is putting together a \$1.1bn programme of asset disposals which will fund a \$700-million tender offer for about half the group's shares, topping the Tiphook/Stena bid.

Sea Containers has already lined up Genstar Containers Corporation to buy its fleet of standard dry cargo containers and chassis for nearly \$400m. Buyers for other assets - including the Sealink Isle of Wight ferry service, facilities at two UK ports and most of Sea Containers' leisure interests - will be announced in the coming weeks. Since the Anglo-Swedish predators launched their hostile bid in May, several teams of lawyers have been kept busy in Bermuda, New York, where the target's shares are quoted, and London, where Sea Containers has its headquarters. Last week, Tiphook and Stena extended their hostile bid in New York to December 11.

Two ex-ISC directors quit Ferranti

By Hugo Dixon in London

THE Ferranti International Signal affair claimed its latest victims yesterday when it emerged that Sir David Checketts and Mr Joseph Zilligen, both former main board directors of International Signal & Control Group, had resigned. Sir David, a former private secretary to Prince Charles, was managing director of ISC Technologies Ltd until earlier this year. ISC Technologies has been identified by Ferranti as the company at the heart of a complex £218m (\$335.5m) arms fraud. Mr Zilligen was finance director of ISC Group, which Ferranti acquired for £420m in September 1987. Ferranti now says that ISC Group's assets and profits were substantially inflated by a serious fraud which had been running for some years before the merger. Both Sir David and Mr Zilligen, who resigned from Ferranti last week, denied any knowledge of the alleged fraud. But it seems clear that their close connection with companies at the centre of the alleged fraud put them in an embarrassing position. Sir David, who is a retired squadron leader, joined ISC Group in 1978. His main function was to act as an international marketeer, with special responsibility for West Africa. One of the phantom contracts, which Ferranti has blamed for the fraud, was with Nigeria. Following the merger with Ferranti, Sir David ceased to be a main board director. However, he continued as managing director

of ISC Technologies until earlier this year, when the subsidiary's activities were effectively closed down, and has since been working for Ferranti International Dynamics. Sir David said his resignation was "not directly" connected to the alleged fraud. "There was really nothing for me to do as Ferranti's role no longer existed." Mr Zilligen joined ISC in 1980 as chief financial officer. He became a Ferranti director at the time of the merger and, when Mr James Gneiss, ISC's deputy chairman in May, Mr Zilligen took over his job as chairman of Ferranti in the US. He gave up these responsibilities on October 12.

"I was not aware of any fraud," Mr Zilligen said yesterday from his home in Lancaster, Pennsylvania. "If I had, I would certainly have had to take some action. I certainly wouldn't have ignored something like that." Mr Zilligen's service contract with Ferranti, under which he was being paid \$100,000 a year, still has 10 months to run. It is not known whether he will continue to draw a salary on the basis of this contract. Two former ISC directors, Mr Nathan Blackwell and Mr John Heywood, are still on Ferranti's board. Mr Blackwell is Ferranti's international marketing director. Mr Heywood is a non-executive director and was until recently a member of the group's audit committee.



It was the preferred transport during Mrs Thatcher's last two election campaigns, but now BIA is in difficulties

British Island Airways shares are suspended

By Paul Bezza in London

"MAGGIE'S favourite airline" has run into financial difficulties. British Island Airways (BIA), the charter company quoted on the Unlisted Securities Market, asked yesterday for the temporary suspension of trading in its shares pending clarification of the company's financial position. The airline, used by Mrs Thatcher to fly around the country in the last two general election campaigns, has been hit hard by rising UK interest rates and a slump in the holiday charter market. The company's shares were suspended at 30p. This was down from Friday's closing price of 56p and compares with a 1989 high of 142p. City analysts believe the company's future is now in doubt. But BIA says it is still looking for a strong partner to inject fresh capital into the airline. The company's failure so far to secure the financial backing of a new partner appears to have prompted yesterday's decision to suspend share dealings. The airline recently reported sharply higher losses of \$4.5m for the first half of this year. Last year it incurred a loss of \$3.9m (\$4.5m) compared with a pre-tax profit of £1.99m in 1987.

Japanese in talks with US chip etching specialist

By Louise Kehoe in San Francisco

PERKIN-ELMER, the leading US manufacturer of advanced lithography equipment for semiconductor chip production, is in talks with Japanese companies about the possible sale of its semiconductor manufacturing equipment division, according to a semiconductor industry executive opposed to the sale. Perkin-Elmer is said to have approached several US companies seeking bids for its semiconductor equipment operations. To date, however, no acceptable bids have been received. Nikon, Canon and Matsushita, all of Japan, are reported to have entered into discussions with Perkin-Elmer in recent weeks. Nikon, itself a leader in lithography equipment, is seen as the leading bidder. Expressing concern about the loss of US control over a critical sector of semiconductor production technology, semiconductor industry officials have mounted a lobbying campaign in Washington. The move is aimed at persuading the Bush Administration to scuttle any deal that would place majority ownership of Perkin-Elmer's lithography equipment operation in foreign hands. "It's important we alert the Government to the dangers of losing Perkin-Elmer to foreign interests," said Dr Robert Noyce, president of Sematech, the US semiconductor industry research consortium. "We are in real danger of losing our infrastructure which, in my opinion, portends grave consequences for the semiconductor industry and the myriad of industries that rely on semiconductors," warned Dr Noyce. Perkin-Elmer's share of the semiconductor production equipment market has declined sharply over the past two years and the business has been barely profitable. Fiscal 1988 sales totalled \$199.9m, with operating profits of \$6.2m, the company said. International Business Machines, which has been involved in a joint effort with Perkin-Elmer to develop a new generation of lithography equipment for use in its US memory chip manufacturing operations, has also expressed concern. IBM executives said they hoped that Perkin-Elmer would remain a source of semiconductor equipment in the US. Perkin-Elmer declined to comment on any details of its structure plans except to say they were proceeding on schedule and were expected to be completed by the end of the year. The company announced in April that it planned to restructure its business and to sell off its semiconductor production equipment operations.

Paribas lifts Navigation Mixte bid

By George Graham in Paris

PARIBAS, the French investment banking group, yesterday triggered a 3 per cent rise in its offer for Compagnie de Navigation Mixte, the food to financial services conglomerate, by moving into the market to buy shares above its previous bid price. The new bid values Navigation Mixte at FF1.150 (\$110m). Paribas said its decision to raise the offer was a gesture to some speculators who had bought shares slightly above the initial offer price of FF1.850 a share, in anticipation of a higher bid, but was also designed to show up the "manipulation of the market" by Navigation Mixte's defenders. Mr Francois Morin, managing director of Paribas, said that the market had been distorted by "a sort of covert price support mechanism, a manoeuvre to trick the market," which had kept Navigation Mixte's shares trading systematically FF1 higher than Paribas's offer. When Paribas went into the market yesterday, triggering an increase in its offer to FF1.887 a share, the Navigation Mixte share price, just below FF1.888, before the authorities suspended trading in the shares. The French stock exchange council has been examining closely dealings in Navigation Mixte since Paribas launched its offer, paying particular attention to purchases by four shareholders represented on the company's board - Credit Lyonnais, Societe Generale, Framatome and Allianz - and by Bouygues, the construction group, which has taken its stake above 4 per cent. The council yesterday published statements from all five denying they were acting in concert. Stock market authorities said there was no proof of concert party action or manipulation of the market. Paribas's decision to raise its offer price makes use of a new device introduced in September. The takeover rules normally specify that there may be no change in the terms of a bid nor counter-bid later than 10 trading days before the offer closes. If the bidder buys shares above its bid price, however, the offer is automatically lifted by 2 per cent. The stock market said that trading in Navigation Mixte would resume today, and that the closing date for the offer would be extended to Thursday.

Welcome to all multinationals new to this country. (You're also welcome to use our tax capacity.) Even for multinationals, the cost of setting up a major company in the U.K. is sobering. Acquiring the necessary factories, plant and equipment can mean vast capital expenditure. All prior to profits being made. And hence before the benefit of a substantial tax capacity has been established. So will you have to write off writing down allowances? Not if you use our tax capacity. (Courtesy of The Royal Bank of Scotland Group profits, it's more than adequate to fund your acquisition programme.) Add to this our two decades' experience and commitment to the policy of making the lease fit the business need (not the other way round), and we think you've every reason to be talking to us. While we fulfil an all important task. Listening. So if your company is new to this country (or for that matter simply a business requiring to finance assets of £1m or more) speak to Tom Carr at our head office on 0242 224455 or Bill Lowe at our London office on 01-623 4356. You can expect several things: advice that costs nothing, help towards building a sound financial base and of course a warm welcome. RoyScot Corporate Leasing IT'S OUR BUSINESS TO HELP YOUR BUSINESS GROW. Royal Bank Leasing Limited. Registered in Scotland No. 58019. A member of The Royal Bank of Scotland Group.

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NOTICE IS HEREBY GIVEN that pursuant to Condition 7(a) of the above mentioned Notes (the "Notes") Credit for Exports PLC will, on 2nd January, 1990, redeem U.S. \$155,000,000 in principal amount of the Notes at par (U.S. \$2,000,000 in principal amount of the Notes having been purchased on behalf of Credit for Exports PLC in the open market, in compliance with the provisions of Condition 7(b) of the Notes, and having been credited at their principal amount against the mandatory redemption instalment of U.S. \$17,330,000 in principal amount of the Notes due on 2nd January, 1990) and that the following Notes, identified by serial number, have been drawn by Royal Bank of Canada Europe Limited as Principal Paying Agent on behalf of The Law Debenture Trust Corporation p.l.c., the Trustee for the holders of the Notes, for redemption on such dates:-

Table with 15 columns of serial numbers and dates for note redemption.

Notes not listed above are not affected by this redemption. The Notes specified above should be presented and surrendered on 2nd January, 1990 for redemption together with all unretained coupons at the specified office of any of the Paying Agents listed below. On such presentation and surrender payment of the full principal amount of such Notes will be made by U.S. Dollar cheque drawn on a New York City bank or by transfer to a U.S. Dollar Account maintained by the payee with a New York City bank.

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INTERNATIONAL COMPANIES AND FINANCE

Computer houses add their pluses

The proposed acquisition by Dun & Bradstreet of Management Science America (MSA), once the world's leading independent computer software house, is a clear indication that no sector of the computer industry is immune from increased competition and the effects of rapidly changing technology.



John Imlay, general chairman, larger-than-life MSA chairman

It is also evident that Dun & Bradstreet, the world's largest marketer of business information, is serious about the computing services business. It already owns McCormack & Dodge, a Massachusetts-based software enterprise it bought in 1983. MSA, based in Atlanta, Georgia, and McCormack & Dodge have been fierce rivals for more than 20 years.

Alan Cane sees how two former rival software companies will fare, once they are merged under Dun & Bradstreet's new ownership

about their ability to work together. Mr Dodge, a warm, laconic former mathematics teacher with a passion for physical fitness, runs a company noted for its relaxed style and easy-going ways. Mr Imlay, on the other hand, is a showman - a genial, larger-than-life figure.

Both faced similar business challenges, they said. They were having to cope with new competition from unexpected quarters, including accounting consultancy firms such as Arthur Andersen, the regional Bell companies in the US and companies such as Computer Associates which had previously confined themselves to systems software.

Demand for Dram chips poised to fall in 1990

By Paul Abrahams

GROWTH in demand for semiconductor in Europe looks set to slow in 1990. Datquest, the London market research company, and Barclays de Zoete Wedd, an international bank, have revised their forecast for the growth of the 1 Megabyte Dram (dynamic random access memory) chip market from 7 per cent to 4 per cent.

Noranda threatens Aur with injunction over mine

By Robert Gibbens in Montreal

A DISPUTE over development of a valuable copper-zinc-gold-silver property in north-western Quebec could end up in court.

At stake is the Louvicourt Township property, which is jointly owned by Aur Resources, an exploration and development company controlled by geologist Mr James Gill, and Louvicourt Mines, another exploration group.

The property, located in Quebec's mining area, is a future producing mine, and could be worth at least C\$500m (US\$243.3m) in potential production.

First, Aur claimed Louvicourt's interest in the property was diluted to 25 per cent from 50 per cent because Louvicourt did not maintain its share of exploration costs.

Aur maintained it should be operator and proceed with underground exploration. Louvicourt denies that it failed to pay its exploration costs and claims that it should be operator for future programmes.

Carlsberg sees profit fall as competition intensifies

By Hilary Barnes in Copenhagen

CARLSBERG, the Danish beer group, yesterday forecast a short-term decline in profits as a result of the investments and other adjustments needed to face intensifying international competition.

In the longer term, however, the group said earnings would be maintained at the present level.

Pre-tax profits in the year ended September were up 14 per cent to DKK1,650m (US\$22m).

The board proposed a one-for-five subscription issue, raising share capital by DKK195m to DKK1,770m, and an unchanged 15 per cent dividend.

October market fall hits Canada's securities firms

By Robert Gibbens

THE OCTOBER 13 "mini-crash" in North American stock markets is having a swift impact on the Canadian securities industry.

Many leading investment firms are preparing staff cuts as part of pre-Christmas austerity.

The steep market fall scared away retail investors just as they were carefully returning to stock markets following the October 1987 crash.

RBC Dominion has also reduced salaries and removed perks such as car allowances. The most conspicuous departure is that of vice president Fred Wright.

He was president and chief executive officer of Pemberton Securities, Vancouver, the company acquired by RBC Dominion this year.

RBC Dominion have annual revenues of more than C\$400m and was profitable in the year ended September 13. It absorbed 800 employees when it bought Pemberton.

Bahrain to seek \$560m loan for Alba expansion

By Hunter Reynolds in Dubai

BAHRAIN is expected to invite bids this week from international banks for a \$560m loan to finance a major expansion of Aluminium Bahrain (Alba), according to local bankers.

Invitation to bid is expected before the end of the week. It is not clear which entity will be issuing the offer.

Bahrain bankers say it may come directly from Alba, but is more likely to come from the Bahrain government's Ministry of Finance. Such a move would effectively give the loan sovereign status.

Alba plans to double its output of aluminium from 205,000 to 400,000 tons a year, making it the biggest smelter in the non-communist world. The \$560m loan will cover 10 years.

Meanwhile, Qatar's General Petroleum Corp \$400m syndicated Euroloan will be signed on December 11, local bankers confirm.

Good results for Central Capital

CENTRAL CAPITAL Corporation, one of Canada's fastest-growing financial services groups, had a strong third quarter and is taking steps to reduce its C\$200m (US\$172m) debt load, writes Robert Gibbens.

Third-quarter earnings were up 66 per cent to C\$20.4m or 27 cents a share on revenues of C\$69.5m, up 33 per cent.

Some 70 per cent of the group's beer is sold outside Denmark.

Table titled 'GRANVILLE SPONSORED SECURITIES' with columns for High Low, Company, Price, Change, Div (p), % P/E, and Yield.

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OPENCAST MINING

The Financial Times proposes to publish a Survey on the above on 23RD JANUARY, 1990

For a full editorial synopsis and advertisement details, please contact:

ANTHONY G. HAYES on 021-454 0922 or write to him at: George House George Road Edgbaston, Birmingham B15 1PG

Scott Paper plans new mill

By Maggie Urry

SCOTT Paper, the US-based paper company which is the world's largest producer of sanitary tissue, is to expand its US tissue capacity.

Part of the programme will involve choosing a new site to build a paper mill. The group has been forced to import base paper for its US operations at high cost to meet increasing demand during 1988 and 1989.

Over the past four years the US tissue market, combining consumer and commercial use, has been growing at 2 1/2 per cent a year.

Scott's sales have expanded at twice that rate. Mr Philip Lippincott, Scott's chairman and chief executive, said: "We do not presently have the capacity to meet our current demand and sustain that rate of growth."

FINANCIAL NOTICE

MICHELIN EXPIRATION OF 1985-1989 WARRANTS

Holders of warrants issued by Compagnie Generale des Etablissements Michelin in 1985 and listed on the Paris Stock Exchange are reminded that the validity of such warrants expires on 31st December, 1989.

Each warrant entitles holders, upon payment of FRF 1,400, to subscribe for 13,400 Michelin shares.

After 31st December, 1989, warrants will not be exercisable and will cease to have any value.

For all practical purposes, dealings concerning the warrants should be concluded not later than Friday 29th December, 1989.

INTERNATIONAL COMPANIES AND FINANCE

Bayer raises profits only 0.1 per cent to DM1.09bn

By David Marsh in Leverkusen

BAYER, one of the big three West German chemical groups, registered stagnated pre-tax profits in the third quarter, up only 0.1 per cent to DM1.09bn (\$600m) compared with the elevated figure for the third quarter last year.

Mr Hermann-Josef Strenger, chairman, said yesterday that results next year would remain on "the high plateau" of 1989, when pre-tax group profits are expected to total around DM4.1bn.

Third-quarter group turnover rose 4.4 per cent to DM10.3bn, of which 2.5 per cent was accounted for by domestic companies and 5.7 per cent by foreign subsidiaries.

Pre-tax group profits for the first nine months rose to DM3.31bn, an increase of 12.3 per cent over the same period last year. This compares with a 23.5 per cent profit rise at

the nine-month stage in 1988. Nine-month turnover rose 9.4 per cent to DM32.95bn, against 7 per cent in the first nine months of 1988. Mr Strenger said he expected turnover growth of between 3 and 5 per cent next year.

He placed the present stagnation of profits in the context of the 26 per cent increase in third-quarter profits registered by Bayer in 1988 compared with 1987. However, he admitted: "We will have to reckon with a flattening of growth rates in 1990."

Although he saw the world chemical industry remaining in strong shape after seven buoyant years, he said, "Tomorrow, or the day after tomorrow, the wind will blow more strongly in our face." Bayer's last experience of a quarterly drop in profits was in 1982.

He said the DM12 dividend for 1988 would at least be maintained for the current year.

Mr Strenger hit out at the West German Government's health reform proposals, which were placing extra burdens on the pharmaceutical industry and were costing Bayer DM40m in 1988. Next year's domestic pharmaceutical activities would probably just break even, he said, which would have a negative effect on motivation and investments.

Asked about the possibility of doing business in East Germany, Mr Strenger said Bayer was looking at potential co-operation along the lines of joint ventures or even acquisitions. However, he stressed that the new East German leadership would have to provide the right conditions to attract companies back to the East.

NEWS IN BRIEF Mannesmann poised to take over tank-maker

THE STATE of Bavaria said yesterday it had decided to sell its 35.45 per cent interest in Krauss-Maffei to Mannesmann.

The controversial 60-storey communications centre will be built in Nairobi's downtown Uhuru Park and will house the Kenya Times Media Trust, a private company owned jointly by Mannesmann, the ruling party, and British publisher Mr Robert Maxwell.

Standard Chartered Merchant Bank UK will lead a consortium of British and Italian commercial banks and the US Exim Bank for the provision of offshore credit worth KSh3.4bn. The balance will be met through local borrowing.

According to the Government's sessional paper No 8 of 1989, tabled in Parliament last week, the building will be wholly owned by Kattu and will have a 60-storey tower, two 10-storey blocks, shopping malls, auditoriums and three satellite broadcast dishes.

It will be graced by a 30ft statue of President Daniel arap Moi, have conference facilities for 6,000 people and office accommodation and space for the Kenya Times Group of Newspapers.

The high-tech communications building will also be used for the expansion of the Kenya Times Media Trust into publishing, broadcasting and the takeover of the Kenya news agency now owned by the Ministry of Information. Kattu has already announced plans for a second commercial television station which will broadcast news reports and feature films 24 hours a day.

Little is known about which European banks will be involved in financing the building. But according to ses-

Kenya to build \$198m skyscraper

By Julian Ozanne in Nairobi

THE KENYA Government has asked Parliament to guarantee local and foreign loans worth KSh4.3bn (\$198.3m) to erect Africa's tallest skyscraper, despite opposition from leading environmentalists.

The controversial 60-storey communications centre will be built in Nairobi's downtown Uhuru Park and will house the Kenya Times Media Trust, a private company owned jointly by Mannesmann, the ruling party, and British publisher Mr Robert Maxwell.

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to guarantee the loan and in return it will charge the Kenya Media Trust a guarantee fee of 1 per cent on the amount of the capitalised principal payable.

Parliament's approval of the guarantee will raise contingent liabilities of the Government in respect of the Guarantee (Loans) Act to more than KSh20bn.

Kenya's Green Belt Movement has filed an application in the High Court seeking to bar construction of the centre in Uhuru Park on the grounds that it contravenes planning regulations. A three-page plaint says: "It is not in the public interest, contravenes the law, will be an environmental degradation and is unpermissible in law in any event."

However, President Moi has said the building will go ahead in spite of protests by environmentalists.



President Daniel arap Moi: 30ft statue planned

sional paper, the loans will carry an interest of 8.5 per cent and will be repaid within 12 years, including a two-year moratorium.

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Chevron in \$1bn share buy-back

By Anatole Kaletsky in New York

CHEVRON, the fourth-largest US oil company, yesterday announced a \$1bn share buy-back, to be financed through the creation of an employee stock ownership plan (Esop). The Esop will be funded with \$1bn of bank borrowings.

Chevron is likely to be the first in a long series of companies to announce Esops in the near future, following a decision by Congress last week not to eliminate the tax-privileged status of these plans.

Prior to the possibility of Congressional action against them, leveraged Esops had become one of the most successful and popular devices used by large US companies to avert takeover threats.

Chevron's management has been under pressure for months from Wall Street analysts, who complained that the company's stock price did not adequately reflect the value of its huge asset base.

Some analysts argued that a sweeping financial restructuring, involving the acceptance of far higher debt levels, would be required to prevent a leveraged takeover and possible break-up of the group.

Chevron's shares were suspended before the buy-back announcement, but they had risen by \$2 to \$67 in active morning trading as speculation of a restructuring or possible bid intensified. The shares fell back to \$65.4 when trading resumed, as arbitrageurs concluded that the Esop plan diminished the chances of a takeover bid.

A number of companies most often mentioned as a possible bidder for Chevron was Pennzoil, the small Oklahoma-based energy group which is sitting on a cash mountain of around \$3bn after winning a huge breach-of-contract settlement from Texaco two years ago.

Initial reaction to the Chevron announcement by arbitrageurs on Wall Street was unenthusiastic. They noted that the small scale of the buy-back would do little to boost the company's share price and added that the new Esop seemed designed to entrench management, rather than benefit outside shareholders. The company's employees already control 11 per cent of its stock through a profit-sharing savings plan.

With the addition of the new

Esop, employee holdings will rise to 16 per cent, potentially creating an insuperable barrier to any hostile takeover move.

Chevron is incorporated in the state of Delaware, whose anti-takeover code requires a hostile bidder to win the support of 85 per cent of shareholders "independent" of management before completing a merger.

A number of recent court decisions have upheld the "independence" of employee stock ownership trusts and this has meant that management could greatly increase its chances of repelling a takeover provided it could win the support of a company's employees.

Until a few days ago, this type of takeover defence appeared to be in jeopardy because of a move in Congress to eliminate the tax advantages of Esops holding less than 30 per cent of a company's stock. This idea was abandoned last week, when Congress passed its 1989 Budget Act. Chevron referred specifically to the passage of the Budget Act as the reason for making its Esop announcement yesterday.

MOBILIA, a Swedish holding company, said it now owned 20 per cent of Ager, the Swedish industrial gas company, representing 6 per cent of Ager's share capital and 10 per cent of its voting rights.

Mobilia did not say when it bought the Ager shares and it was not listed among the gas company's top five shareholders in the latest annual board list. This showed Mobilia owning 0.3 per cent of Ager shares and 0.4 per cent of its vote.

Mr Gerhard Lindholm, Mobilia managing director, made the announcement in a letter to the Stockholm Stock Exchange to comply with its disclosure requirements.

BANCA DELLA Svizzera Italiana has acquired a 20 per cent stake in Italy's Cassa Lombarda, a bank that operates mainly in commercial and industrial lending.

BSI, based in the Italian-speaking southern part of Switzerland, said the acquisition lays the groundwork for progressive expansion into the Italian market, especially ahead of the 1992 single European market.

BSI said the link would give it an association with COFI SA, the vehicle for Cassa Lombarda's shareholders.

Spain warned on fuel monopoly

By Peter Bruce in Madrid

SIR LEON Brittan, the European Commission's competition commissioner, has sharply attacked the Spanish Government, and implicitly, the Repsol oil group, for failing to keep promises to liberalise the country's tightly-controlled fuels market. He warned that the EC may re-open suspended legal proceedings if rapid progress is not made.

The comments, contained in a letter from Sir Leon to Mr Claudio Aranzadi, the Spanish industry minister, centre on Campsa, the monopoly distributor of fuel in Spain and, by association, Campsa's majority shareholder, Repsol, the recently part-privatised oil conglomerate.

Sir Leon accuses Spain of failing to open its markets in heating oil and bulk liquefied petroleum gas to foreign competitors and of failing to ensure that foreign companies are given priority in the licensing of new service stations.

On joining the EC in 1986, Madrid agreed to halve the permitted distance between service stations along the country's roads and to give priority to independent - generally, in the Commission's view, foreign

companies wanting to establish new stations.

But, the letter notes, only 15 of the 160 new station sites provisionally awarded so far have gone to independents. "Furthermore," the letter says, "Campsa would be the owner of the immense majority of the 61 licences granted by September 15, 1989 [even] according to the old distance rules."

Campsa is owned by Spain's four refiners, according to terms that permit Campsa sole use of the monopoly network.

The letter also attacks Spain's - or, more accurately, Repsol's - failure to loosen its grip on the bulk LPG and heating oils markets. In bulk LPG, particularly, Repsol Butano has a total and highly-profitable monopoly of what is Europe's biggest market for butane. It has some 13m customers, who use it mainly for cooking.

Repsol Butano lifts most of its butane from European refiners and, by refusing to do so, could make life in the short term extremely difficult for any refiner, foreign or Spanish, who tried to sell butane independently in Spain.

Sir Leon warned Madrid that it would not be acceptable for the monopoly on butane and heating gas still to exist after January 1 next year, when the Spanish agreed it would disappear. Officials at the industry ministry in Madrid were not available yesterday to comment on the commission's warnings.

Officials at the commission in Brussels said the Spanish had not yet replied to the letter, but that an answer was required by mid-December.

Petrochemicals and fertilisers boost Sabic

SAUDI BASIC Industries (Sabic), which runs a range of industrial projects in Saudi Arabia, boosted net profits by 7 per cent to 2,587bn riyals (\$690m) in the first nine months of 1989 from 2,416bn riyals in the same period of 1988, AP-DJ reports.

The official Saudi Press Agency (SPA) said Mr Abdel Aziz al-Zamil, the Saudi Industry and Electricity Minister who is also Sabic chairman, announced the profit rise following a meeting in Riyadh of the Sabic board and some of its private shareholders.

Sales of petrochemicals, fertilisers and metals rose 10 per cent to 6.83m tons in the first nine months of 1989 from 6.2m tons in the same period last year.

Sabic, set up in 1976 as part of Saudi Arabia's efforts to diversify exports away from crude oil sales, is at the centre of a long-running dispute between Persian Gulf petrochemical producers and the European Commission, which has imposed tariffs on Gulf petrochemical exports to Europe. Gulf petrochemical producers are expected to renew their pressure on the EC to drop the tariffs next year.

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November 1989

INTERNATIONAL COMPANIES AND FINANCE

The Bahamas acts to reverse decline in offshore banking

By Canute James in Kingston

In an effort to counter a loss of business to neighbouring tax havens such as the Cayman Islands, the Government of the Bahamas is planning legislative changes to enhance the country's attraction as a location for international banking and other financial services.

The new measures are intended to reverse a decline in the volume of offshore business brought about by several factors, ranging from the fees which are required for incorporation to reports of drug trafficking in the archipelago.

The country's banking sector was, up to six years ago the third largest in the world, exceeded only by Britain and the US. With total foreign liabilities of US\$157bn, the Bahamas had a world market share of just under 7 per cent.

But the Bahamas has since been overtaken by other centres such as Hong Kong, Singapore, Switzerland and Luxembourg, and now occupies 11th place, with its world market share reduced to about 3 per cent.

The Bahamian parliament has been presented with a new International Business Company Act which, according to Mr Sean McWeeney, the Attorney General, is intended to reduce "onerous red tape requirements."

"Incorporation and annual fees will be dramatically lower," he explained. "Fees for IBCs have been scaled to the bone, and on any reckoning, will place us in a considerably more competitive position in the region."

The Bahamas hosts just under 400 offshore banks and trust companies, and the development of the sector has been assisted by the country's proximity to the US, the absence of personal and corporate taxation and exchange controls and banking secrecy legislation.

The sector blossomed in the 1960s with the expansion of the Euro-currency markets. Many US banks established subsidiaries to deal with their Euro-dollar business.

The combined deposits of the offshore sector are US\$170bn, and it makes a valuable contribution to the archipelago's economy which is based on tourism.

But local business leaders say there has been a recent flight of clients from the offshore sector, and that new registrations have been below the

Golden handcuffs lose their lustre

Richard Waters on why plans to keep key people are being dropped

Remember golden handcuffs? In the far-off halcyon days of the London equity business, these dazzling shackles were meant to enable outsiders buying their way into the stock market to hang on to their most valuable acquisitions: the partners of the stockbrokers and jobbers they had bought.

Now, little more than three years after the outsiders arrived on the scene with Big Bang, the handcuffs are coming off. After a turbulent ride for equity markets worldwide, such arrangements have lost much of their sparkle.

Barclays de Zoete Wedd releases its employees at the end of this year. Partners in brokers de Zoete & Bevan and jobbers Wedd Durlacher, the two predecessor firms, were given "founder" shares in the new integrated subsidiary. The shares have had no market: from January 1, though, the employees have the option of selling them to Barclays.

James Capel also sees its handcuffs come off at the start of next year - five years after it tied the knot with Hongkong and Shanghai Banking.

Others have been released in recent months. At Warburg, the ties around 40 former partners from Rowe & Pitman and a further 20 from Akroyd and Smithers and Millens were cut earlier this year. As with Bar-

clays, it became possible for the directors to sell their shares to the parent.

Former partners of Phillips & Drew (now owned by Union Bank of Switzerland) and Griveson Grant (owned by Kleinwort Benson) have also had their handcuffs released during this year.

Golden handcuffs involve deferring the payment of some or all of the money due to the partners of a firm that sold out. The partners only collect the full amount if they stay for, usually, somewhere between three or five years.

In most cases, such arrangements have doubled as incentive schemes. BZW's "founder shares" will be bought by Barclays at a price fixed by an independent valuer. That means that the more successful the business, the greater the final reward for the former partners. Given the chequered history of the securities industry in the past three years, the sums may not be as large as some had originally hoped.

Not that golden handcuffs have blocked the City job market: banks have been willing to release some staff early. BZW has had a number of "agreed leavers" - 15 at the start of 1988 and 10 at the beginning of this year. Others have broken their handcuffs on the offer of compensation from new employers.

As a result, few believe that the City job market will change substantially when all the handcuffs are released. But the experience at Warburg suggests that there is at least some movement towards the exit, if not actually a rush. Of the former partners still in place in April, about a third headed for the door when they were able.

However, that may in some cases be coincidental. One of those to leave Warburg earlier this year was head of research Mr Nick Whitney, who joined Citicorp Scrimgeour Vickers. He says: "If I had wanted to leave sooner, the amount of money I was locked in for was relatively modest and I could have recovered it elsewhere."

For others, who were more senior partners at the time they were bought out, it would not have been so easy, he says.

Removing an artificial barrier to a free job market may not affect many in the City. On the other hand, the releasing of the handcuffs will have significant impact in other ways.

For the people who have been tied by them, there is the money. They will be able to collect the last payments for the goodwill they sold in those long gone, optimistic days.

A frequently quoted estimate has it that around 1,500 part-

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FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, November 27, 1989. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

Table with columns: COUNTRY, CURRENCY, UNIT, RATE, and COUNTRY, CURRENCY, UNIT, RATE. Lists exchange rates for various countries like Afghanistan, Albania, Algeria, etc.

Special Drawing Rights November 24, 1989 United Kingdom £1.00 United States \$1.00 Germany West 0.63 Mark N/A Japan Yen/¥100 European Currency Unit Rates November 27, 1989 United Kingdom £1.36984 United States \$1.37174 Germany West 0.63 Mark 2.00313 Japan Yen/¥100 163.885

INTERNATIONAL CAPITAL MARKETS

Sterling weakness leads to sharp sell-off for gilts

By Stephen Fidler in London and Janet Bush in New York

STERLING'S slide on the foreign exchange markets generated more grief on the UK government bond market yesterday. It was a day dominated by the fortunes of sterling, which opened 3 1/2 pence down against the D-Mark and put in something of a half-hearted recovery thereafter.

BENCHMARK GOVERNMENT BONDS table with columns: Country, Coupon, Rate, Price, Change, Yield, Week ago, Month ago. Lists UK Gilts, US Treasury, Japan, Germany, France, Canada, Netherlands, Australia.

Sterling's trade weighted index finished at 85.3, down 0.5 from Friday and compared with the low point of 85.9 at the opening. The gilt market is becoming increasingly worried about the inflationary implications of sterling's sharp decline since the resignation of the former Chancellor, Mr Nigel Lawson.

parts of the European Monetary System. The French market for example has been under pressure for some time. The Fed announced one-day matched sales which followed a draining operation through weekend matched sales. Last Wednesday, the Fed had aggressively added funds to the banking system through five-day repurchase agreements which sent Fed Funds to a low of 8 1/4 per cent, prompting the widespread view that the central bank had lowered its target for Fed Funds to 8 1/4 per cent from 8 3/4 per cent.

GOVERNMENT BONDS

In British base rates. The only framework for monetary policy left, according to some analysts, is the so-called 'Rule of Four' - for every two percentage point drop in the base rate, the Treasury should raise the bank rate by one percentage point.

Under this rule, a trade weighted index of 85 should trigger a further rise in base rates. However, it is not certain whether under emergency conditions the Treasury is holding to this loose policy. The strength of the D-Mark is also causing some worries in other parts of the European Monetary System.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on November 27

Large table of international bond data with columns: Bond Name, Issued, Bid, Offer, Day, Yield, Change, Price, Bid, Offer, Day, Yield, Change. Includes sections for US Dollar, Swiss Franc, and Convertible Bonds.

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INTERNATIONAL CAPITAL MARKETS

Strong issue flow despite slack investor demand

By Andrew Freeman

NEW ISSUE ACTIVITY was busy on the Eurobond market yesterday, but the absence of wide investor demand led to a series of targeted deals...

Secondary markets were described as extremely quiet, and trading volumes were light. Prices of seasoned Euro-dollar bonds edged slightly lower towards the close of the session...

INTERNATIONAL BONDS

\$100m convertible deal for Bafin Mounting deal for a fine reception. The borrower is a US gold producer with interests in Australia and Papua New Guinea.

US life group in loan deal

By Stephen Fidler

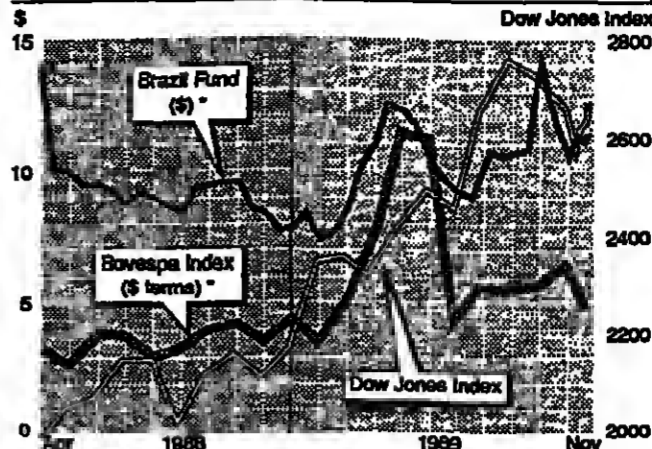
EQUITABLE Life, the US insurance group, is raising \$200m in the international bond market through a revolving credit being arranged by National Westminster Bank...

Country funds make their mark

Deborah Hargreaves on resurgence of interest in far-flung shares

A DELUGE of investment money from Japanese brokerage houses has been aimed at stock markets in far-flung corners of the world in recent months.

Performance of Brazil fund



THE INSTITUTIONAL market with some participation by individuals from the Far East, points out that many of the stock markets in emerging countries are very small in relation to the countries' economies.

blissom amid the trend towards globalisation of the early 1980s. The stock-market crash of 1987 dealt a severe blow to their development but this year investors have again turned their eyes and their cash to some of the world's more obscure markets.

Mr Charles Lillis, executive director at Merrill Lynch, stresses that although country funds are usually more volatile than the London and New York stock markets, they have traditionally moved upwards. As long as a portfolio is properly diversified and investors maintain a sensible exposure to these markets, they should remain unscathed.

NEW INTERNATIONAL BOND ISSUES

Table listing new international bond issues with columns for Issuer, Amount, Coupon, Price, Maturity, and Book runner.

Touche Ross affiliate opts out of merger

THE Touche Ross affiliate in Australia has opted out of the international merger with Deloitte Haskins & Sells.

instead into the 288-partner Deloitte affiliates. Based on estimated fee income to June 1989 of A\$288m (\$221m).

Deloitte affiliates. Based on estimated fee income to June 1989 of A\$288m (\$221m). This is the first Touche member not to join the new Deloitte/Touche combine, and follows the defection of several

Jardine Fleming in broker move

Jardine Fleming Holdings of Hong Kong is discussing with its Malaysian partner the possibility of moving into local stockbroking, Reuters reports.

While South-east Asia has been regarded as the biggest growth area for country funds for some time, brokerage houses are turning their attention increasingly towards eastern Europe, where market development is expected to accompany the drive for democratic reform.

LONDON MARKET STATISTICS

Table showing RISES AND FALLS YESTERDAY with columns for British Funds, Rises, Falls, and Same.

LONDON RECENT ISSUES

Table listing recent issues with columns for Issue, Amount, Date, and Price.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for Issue, Amount, Date, and Price.

RIGHTS OFFERS

Table listing rights offers with columns for Issue, Amount, Date, and Price.

TRADITIONAL OPTIONS

Table listing traditional options with columns for Issue, Amount, Date, and Price.

LONDON TRADED OPTIONS

THE LONDON Traded Options Market had an exceptionally quiet day, with no large trades.

IMPLIED VOLATILITY

IMPLIED volatility, the measure of possible future stock market movement, also fell slightly.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries.

Table showing EQUITY GROUPS & SUB-SECTIONS with columns for Index, Change, and various sub-sections.

FIXED INTEREST

Table showing fixed interest rates with columns for Index, Change, and various interest rates.

Source: Indices 2217, 10 am 2213, 11 am 2213, 12 noon 2213, 1 pm 2214, 2 pm 2214, 3 pm 2214, 4 pm 2214, 5 pm 2214, 6 pm 2214, 7 pm 2214, 8 pm 2214, 9 pm 2214, 10 pm 2214, 11 pm 2214, 12 pm 2214.

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UK COMPANY NEWS

Northern base favours Vibroplant

By Peter Berlin

VIBROPLANT, the Yorkshire-based plant hire group, continued to defy the downturn in the construction sector and reported a 32.5 per cent advance in pre-tax profits for the six months to September 30.

On turnover 27 per cent up to £33m, from £26m last time, the profit worked through at 57.3m, against 25.5m. Earnings rose to 10.4p (8.74p) and interim dividend is 1.22p (1.02p).

However, Mr Jeremy Pilkington, the chairman, warned that "we have to treat the future with a degree of uncertainty."

He said the company had been to some extent protected from the recession because it had no presence in the south of England and Wales, and was not strong in the Midlands.

"The north of England and Scotland have been buoyant but I don't see that continuing independent of interest rates," he said. "Commercial contracts

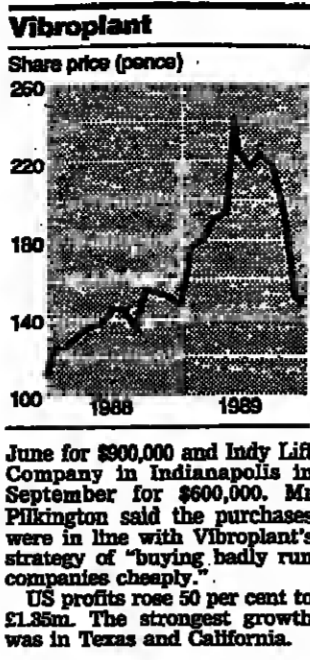
cannot defy the gravity of interest rates."

Vibroplant made an £11.7m rights issue in May and used that to fund acquisitions in the US, reduce gearing, and make its first takeover in the UK by buying the Britspace Hire fleet for £2.67m.

Mr Pilkington said gearing had been reduced to 52 per cent, but that might rise to 60 per cent by the year end. Only £4m of the group's borrowing was in the UK, the other £19m being in the US at a 9 per cent interest rate.

He said that while continued high interest rates would eventually depress business, Vibroplant was not as exposed as some of its more highly-g geared competitors, and the harsh climate in construction might allow the group to make acquisitions at attractive prices.

In the US the group made two acquisitions: Arundel Crane Services in Baltimore in



COMMENT

The numbers from Vibroplant were at the top end of expectations. In the short term prospects appear good, shares climbed 4p to 152p and analysts upgraded their forecasts for full year profits to £14m or better. The former figure gives earnings of 20 for a p/e of 7.5. In the longer term the group looks in better shape than most of its competitors to weather whatever storms hit the UK plant hire sector and any discount wars which might follow. Its margins are better, its fleet new, its gearing low by the standards of a capital-intensive industry and its US side is producing strong results. However, it would be prudent to stop its share price already low even relative to other plant hire companies, being pushed down further by bad news elsewhere in the sector. And that dampens its longer term investment appeal.

Dolphin acquisition and share placing

By Peter Berlin

DOLPHIN International, the car parking, property and advertising billboard group based on the Isle of Man, yesterday announced annual figures, a proposed change of name, an acquisition and a share placing.

The group has bought Lotus Advertising, an outdoor advertising contractor, for a total of up to £2.13m. That will consist of an initial payment of £1.88m satisfied by the issue of 9m ordinary shares, and a profit-related maximum of £250,000, also to be satisfied by a share issue.

Dolphin plans a placing of 4.85m new ordinary shares at 20p to raise £970,000, which will be used to reduce indebtedness and fund further acquisitions.

Group profits in the year to September were £1.2m, up from £937,000 in the previous 18 months. Turnover was £9.5m, against £7.7m.

Lotus is the fifth outdoor advertising company Dolphin has acquired since October 1988. The group proposes to change its name to Dolphin Media at its AGM next month.

Leigh buys colliery for maximum £17m

By Richard Tomkins, Midlands Correspondent

LEIGH INTERESTS, the West Midlands-based waste disposal group, is to tap a new source of possible landfill sites by buying the privately owned Clay Colliery, a coal and clay extraction company, for up to £17m in shares.

Last week Leigh blamed a slowdown in its rate of profits growth in the six months to September 30 on the delays it was experiencing in obtaining the necessary consents for its disposal operations.

Leigh's aim is to use the holes left by Clay's operations as potential landfill sites. Five of Clay's sites already have planning permission for waste disposal and one of them has a site licence.

Clay has a large number of sites in the Midlands, Scotland and Wales. Leigh believes many of them have potential for waste disposal operations, though it says it cannot guar-

antee that the necessary permissions and licences will be granted.

Leigh is paying an initial £3.5m for Clay through the issue of 2.95m shares, 1.43m of which will be kept by the vendors and 1.52m placed at 280p on their behalf with institutions.

Another £3.5m is payable if Clay, which achieved pre-tax profits of £1.6m in the year to March 31 1989, makes £4.2m over the two years to March 31 1991.

This tranche will be payable in shares or, if Leigh prefers, floating rate unsecured loan notes.

Leigh is also raising another £2.6m through a placing of 228,571 shares at 280p to eliminate Clay's bank debt and to cover the acquisition costs.

Its adviser is Kleinwort Benson.

Windsor back in black with £653,000

WINDSOR, the London-based international Lloyd's insurance broking group, has returned to the black in the year to September 30. Taxable profits were £653,000, against losses of £103,000 last time.

The result was achieved despite the inclusion of costs of £250,000 relating to under-utilised accommodation, of which the board intends to make effective use in the near future.

Turnover was down slightly at £7.52m (£7.61m), reflecting its continuing soft insurance market. In response to the cost-saving programme, expenses were cut to £6.87m (£7.71m). Earnings came out at 1.57p per share, against losses of 0.82p last time. Having passed dividend payments in the previous financial year and the first half of the period under review, the company has proposed to pay a final of 0.5p.

Mr Stanley Taylor, chairman, said that management changes made in 1988 had increased productivity. He added that the company had announced the acquisition from Warrington of a freehold property for a maximum £3.5m in shares. Windsor's net asset value will double as a result. Mr Taylor added that Warrington's supportive ownership of 23.15 per cent of the company was to be welcomed.

16% advance at Property Partnerships

Increased contributions from both property investment and hotel operations meant Property Partnerships raised pre-tax profits by 16 per cent from £995,000 to £1.16m in the six months to September 30 1989.

Tax charge was £404,000 (£348,000) leaving earnings per 25p share up from 6.04p to 6.98p. The interim dividend has been increased to 2.25p (2p).

The board said that borrowings were low and as a result the company would not be significantly affected by high interest rates. Despite the current economic uncertainties, the board was hopeful that profits would again increase this year.

Property investment profits grew from £488,000 to £586,000 in the half year and a further increase was anticipated in the second six months.

The two hotels, Hotel Nelson and Hotel Norwich, traded successfully with profits up to £661,000 (£595,000). Bedroom occupancy levels remained high and in January, the group would be embarking on a programme, phased over three months, to refurbish 53 rooms in the Hotel Nelson.

FKI in £9m deal with ANI

By Andrew Hill

FKI, the electrical products group born out of the FKI Balcoback demerger earlier this year, has doubled the size of its cutting tool business with the £9m cash acquisition of Osborn-Mushet Tools.

The company has bought Osborn - which manufactures in Sheffield and Warwick in the UK, and Toronto, Canada - from Aurora Group, the

Sheffield-based company owned by Australia's biggest engineering group, Australian National Industries (ANI).

FKI said the purchase of Osborn, which designs and makes milling-cutters, taps and drills for the precision engineering industry, would help increase the export penetration of FKI's existing Clarkson International Tools subsidiary.

Clarkson has annual turnover of about £15m - out of group sales of some £800m - which will be doubled by the addition of Osborn.

Mr Eric Bowers, FKI's finance director, said yesterday: "Osborn is typical of the type of businesses we're looking at, with a strong market position, good margins and making good returns."

JMD drops to £158,000

JMD Group, engaged in the provision of design services and the manufacture and sales of greetings cards, packaging and merchandising and distribution of novelty products, reported a decline in pre-tax profits from £173,000 to £158,000 for the half-year to June 30 on turnover up from £5.61m to £5.53m.

There is once again no interim dividend, but the board intends to recommend a payment for the whole year. There was no payment last year.

Earnings per share were 0.24p against 0.25p.

The results are the first to reflect the group's 1988 acquisition of Lidan and Downpace, the giftware and greeting card businesses.

There is a warning that all divisions are being affected by the slowdown in the economy.

Higher pulp prices and interest rates hit Cropper

THE CONTINUING escalation in pulp prices and interest rates adversely affected James Cropper in the six months ended September 30 1989, and the pre-tax profit fell over 50 per cent.

And although pulp prices may have stabilised it will be difficult to improve margins in the second half, the directors warned.

They pointed out, also, that order books were shortening as measures to reduce inflation began to bite.

In the first half the order book of this paper and board

maker was good. Turnover rose to £18.61m (£17.17m), but the trading profit declined and higher interest charges exacerbated the situation, leaving the pre-tax balance at £581,000 (£1.17m).

Earnings halved to 5.9p (11.3p) after a corporation tax charge of 17 per cent, but the interim dividend is held at 0.875p. Last year the total payment was 2.5p from pre-tax profits of £1.95m.

The half year also saw an extraordinary profit of £439,000 on the sale of the Crown Head Mill.

Wardell Roberts advances 59%

Pushing up turnover by 60 per cent to £20.6m and maintaining its margins at 5.4 per cent enabled Wardell Roberts, the Irish-based USM-quoted distributor of snack and other foods, wines and spirits and merchandiser of tea and coffee, to record a 59 per cent increase from £2701,000 to £4112m (£1.05m).

All group companies contributed to the increase and the directors are confident of a good performance for the second half of the year.

Interest charges leapt from £31,000 to £233,000. Tax took £280,000 (£194,000) leaving earnings of 5p (3.1p) for the 1.1p (1p) dividend.

Hardy Oil & Gas rises 25%

IN ITS first set of results since joining the main market in May, Hardy Oil & Gas, the demerged holding company for the oil and gas interests of Trafalgar House, the UK building and shipping conglomerate, lifted its pre-tax profits 25 per cent to £2.9m in the six months to September 30.

The rise was substantially boosted by greatly increased receivable interest at £1.6m (£247,000).

This arose mostly from large cash balances held as a consequence of the capital restructuring involved in the setting up of the demerged company.

There is no interim dividend.

Turnover rose to £12.8m (£11.8m), as did the cost of sales, from £4.1m to £5.12m. At the operating level, profits increased by £328,000 to £1.78m.

There is an extraordinary credit of £3.28m, relating to a net exchange gain from the short-term holding of foreign currency deposits at the time of the demerger. Earnings were 5.9p (3.7p) per share, or, after the extraordinary credit, 12.5p.

Since the year-end Hardy has agreed to sell Hardy Resources, which holds all the company's UK on-shore licences, to AmBrit Interna-

tional for an initial £3.3m.

Mr Douglas Baker, Hardy chairman, said that his company had strong cash flow from existing operations and that this would be augmented by the start-up of the Ravenspurn North gas field next year as well as by a combination of new exploratory drilling and development of existing field interests in the US.

He said that the outlook for the full year was encouraging, assuming that present oil prices persisted and that North American gas prices were maintained at their present favourable level.

Building boosts Bett

WITH THE majority of profit coming from the building and ancillary services division, Bett Brothers has seen its pre-tax outcome advance from £1.53m to £4.35m in the year ended August 31 1989.

Earnings trebled to 18.86p (6.23p) and the final dividend is 3.9p to raise the total to 5.9p (3.85p).

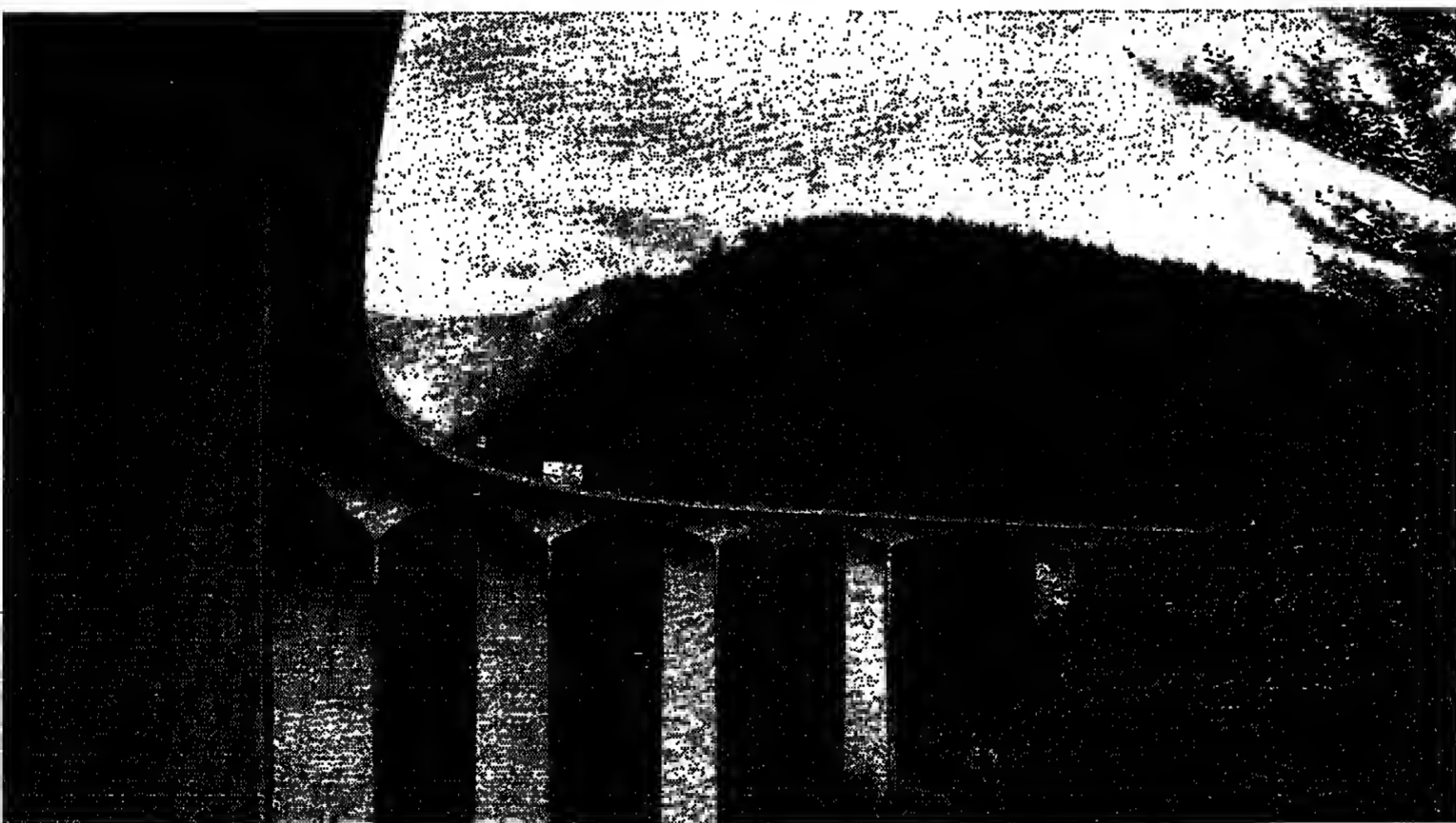
The directors said they were encouraged by the current

year's trading, but stressed that future results would depend on demand in the major areas of activity - residential, industrial, commercial and retail property development and investment - which were heavily dependent on the level of interest rates.

Development and investment both had an active year. The leisure division improved but was hit by high interest.



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UK COMPANY NEWS

Britannia Security sells US data division for \$39m

By Andrew Hill

BRITANNIA SECURITY Group is to sell its US data management division for \$39.1m (£25m), halving borrowings and concentrating on the core security and alarm installation business.

The business, which manages and stores computer information for clients, is being sold to a new company formed by Pierce Business Archives, an US data storage group, for an initial \$4.7m in cash. Further payments will be made after two and four years.

Britannia will be left with its alarm business, which bought Mather and Platt Alarms about a year ago, and its activities in electronic security systems, electronic article surveillance and property services.

Hewetson progress continues with 35% advance at midway

By Nikki Tait

HEWETSON, the USM-quoted manufacturer, supplier and installer of raised access and hardwood floors, has continued its progress with a 35 per cent increase from \$15,000 to £1.1m in the half-year to September 30. In the year to March 31, it more than doubled profits to £1.82m.

son Floors had seen continued growth in demand for raised access floors. Large contracts were won in all major regions of the UK, he said.

Unidare profit warning

By Nikki Tait

JOINING the lengthening list of companies warnings about a prospective fall in profits is Unidare, the Dublin-based cable and transformer maker.

Merrydown lifted by good weather

MERRYDOWN Wine benefited from the exceptional summer to record an increase of 21 per cent in pre-tax profit for the half year ended September 30 1989.

Sales of bottled apple juice were excellent, fruit wines and agency products were not so seasonally affected but performed satisfactorily.

Tex expands to near £1m but disappoints market

By Ivor Duce

THE MARKET was disappointed with the interim results from Tex Holdings yesterday expecting something more than the 37 per cent increase from \$659,000 to \$906,000 in pre-tax profits for the six months to end September. The shares were marked down 12p to 195p.

but which has been successfully turned round. And while there has been reduced demand for BSP's piling for the housing market, the purchase of a further pipe mill, capable of producing 84 inch pipe enabling it to compete in the water and sewerage sector should benefit the company in the second half and promises continued growth in the future.

Chamberlin & Hill up 31% to £1m

Chamberlin & Hill, the foundry operator and electrical engineer, achieved a 31 per cent improvement in pre-tax profits from £774,000 to £1.02m in its first six months. Turnover in the period to September 30 moved ahead from £7.05m to £9.75m.

Oriflame advances to £4.46m

Oriflame, holding company for an international cosmetics group, saw interim profits for the half year ended September 30 rise from £3.97m to £4.46m on sales down from £31.57m to £24.52m.

7.8p (5.9p). An increased gross interim dividend of 4p (3.5p) was declared. Supported by high cash resources the company is now looking for new investments to enlarge its base even though this will affect the short term growth in operating profit.

Moran loss £1m and no final

AS FOREWARNED in May, Moran Holdings, the property developer and tea planter, reported a loss for the year ended June 30 1989. In the interim, there was a sharp turnaround from a £352,719 profit to a pre-tax loss of £1.18m.

Bremner profits fall to near breakeven at £39,000

PRE-TAX profits at Bremner, the Scottish stockbroking and property investment company which has been rocked by boardroom disputes for several years, were £39,000 for the year to May 31.

for 16 months) per share, though after extraordinary losses of £314,000 (£408,000), losses came to 2.49p (3.1p) per share. There is no dividend for the year (0.25p).

James Wilkes doubles size with Floform purchase

By Don Farrell

IN A £15m deal, James Wilkes is substantially expanding in size with the acquisition of Floform into its engineered products division.

These issues will double the capital to £16.33m. The deal is subject to shareholder approval. Wilkes says the purchase is in line with its strategy of acquiring companies with a strong position in niche markets.

It holds 10 per cent of the worldwide heat sink components market, the bulk being taken by US and European customers.

The vendors of Floform have warranted that profits before interest and tax for 1989 will be a minimum £2.3m on turnover of £16.7m, compared with £2.3m and £14.8m respectively in the previous year.

Of the 1988 sales, automotive electrodes accounted for £9.2m, semi-conductor components £4m, injector sleeves £1.2m and others £400,000.

NOTICE OF REDEMPTION

To the Holders of

The Industrial Bank of Japan Finance Company N.V.

£30,000,000 11% Guaranteed Bonds Due 1995 guaranteed by The Industrial Bank of Japan, Limited (the "Bonds")

NOTICE IS HEREBY GIVEN that, pursuant to Condition 5(a) of the Bonds, The Industrial Bank of Japan Finance Company N.V. ("the Company") will redeem £3,500,000 principal amount of the Bonds on 31st December, 1989 at the redemption price of 100% of their principal amount.

Table with 10 columns of serial numbers for bond redemption. Includes serial numbers 467-937 and 938-1727.

Payment of the redemption price will be made against surrender of the Bonds in the manner provided in the Conditions of the Bonds at any of the following Paying Agents:

- The Industrial Bank of Japan Trust Company 245 Park Avenue, New York, NY 10167
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All Bonds to be redeemed should be presented for payment together with all coupons appertaining thereto maturing on or after 31st December, 1990 failing which the amount of any missing uncoupons will be deducted from the sum due for payment and will be payable as provided in the Conditions of the Bonds. Interest on the Bonds to be redeemed will cease to accrue thereon from 31st December, 1989. The coupon for 31st December, 1989 should be detached and surrendered for payment in the usual manner.

Payment pursuant to the presentation of Bonds for redemption within New York, New York, or other payment made within the United States, including a payment made by transfer to a United States dollar account maintained by the payee with a bank in the United States, may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding of 20% of the gross proceeds if a payee fails to provide the paying agent with an executed IRS Form W-9 in the case of a non-U.S. person or an executed IRS Form W-9 in the case of a U.S. person. Those holders who are required to provide their correct taxpayer identification number and who fail to do so may also be subject to an IRS penalty of U.S. \$50. Accordingly, please provide all appropriate certification when presenting the Bonds for payment.

THE INDUSTRIAL BANK OF JAPAN TRUST COMPANY as Fiscal Agent

Dated: November 28, 1989

SHARE STAKES

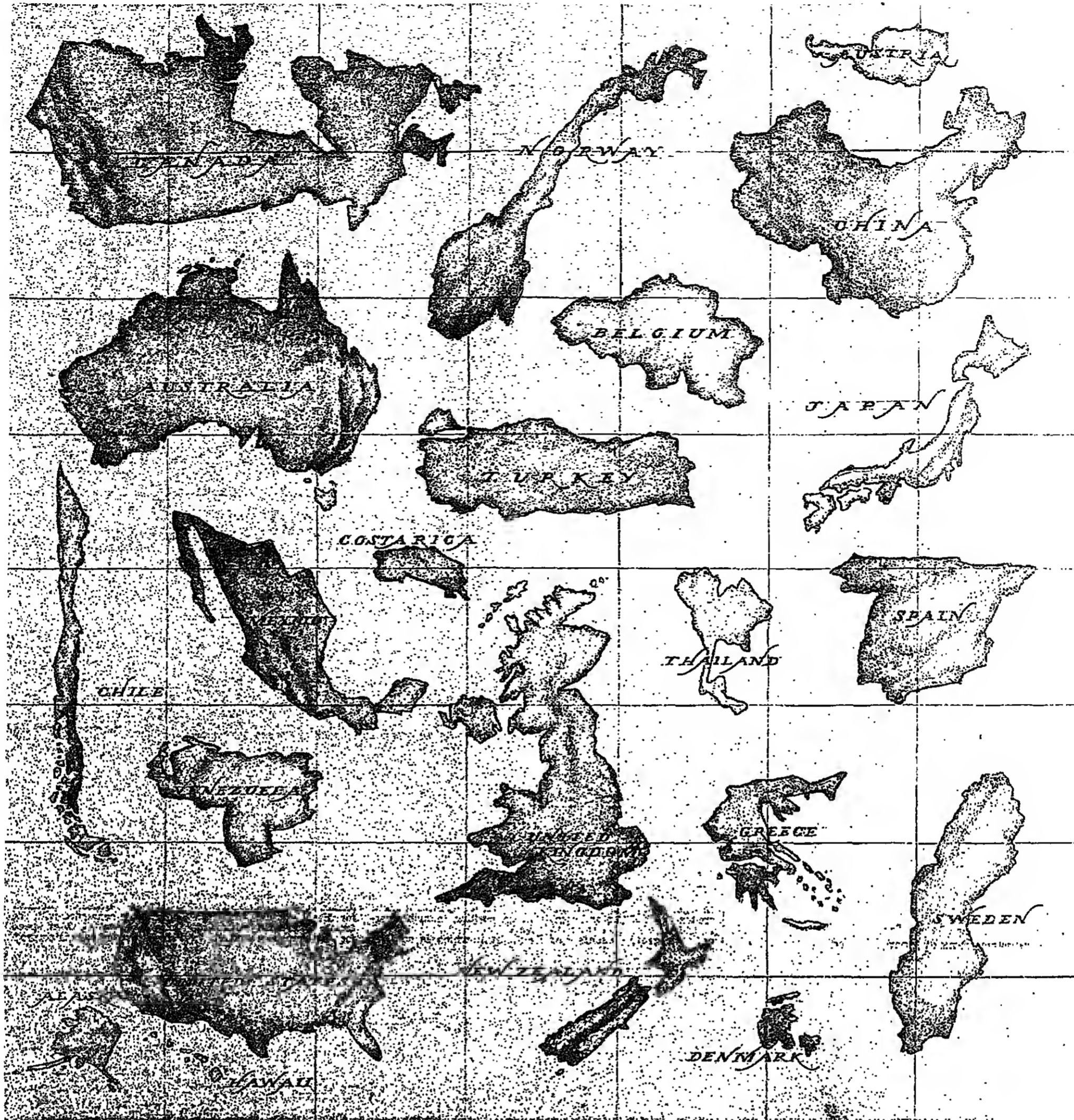
Bestwood: JH Furlong, a director, has disposed of 240,000 ordinary and Mr Peter Gilman has disposed of 100,000 ordinary, reducing their respective holdings to 579,299 (15.46 per cent) and 200,000 (5.33 per cent). The latter's shares are held in the name of CMI Lendmark Management.

Advertisement for Jeyes Hygiene, featuring the logo and text: 'This announcement appears as a matter of record only. Jeyes Hygiene has been acquired by Unilever. The undersigned acted as financial advisers to Jeyes Hygiene plc. Samuel Montagu & Co. Limited November, 1989'

MOTOR CARS

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Advertisement for Investors In Industry International B.V. featuring the logo and text: '£125,000,000 Guaranteed Floating Rate Notes 1994 for the three month period 24th November, 1989 to 26th February, 1990. S.G. Warburg & Co. Ltd. Agent Bank'



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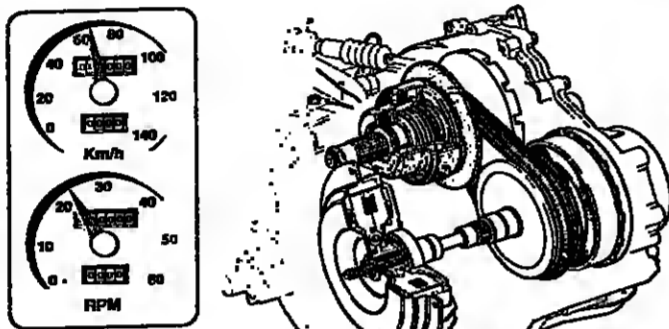
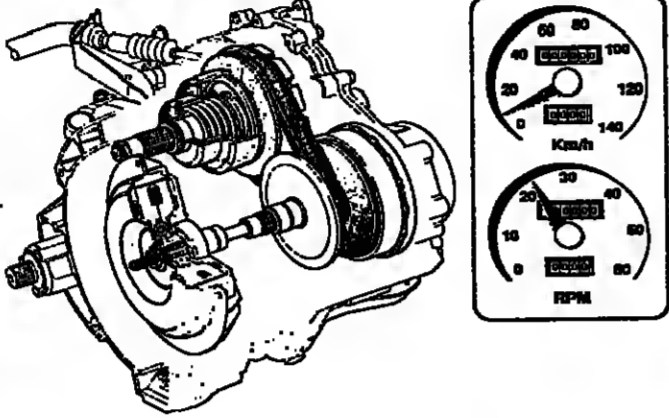
TECHNOLOGY

Lancia, part of the Fiat group, is about to become the first European vehicle maker to offer an electronically controlled continuously variable car transmission (ECVT).

John Griffiths describes Lancia's electronically-controlled variable transmission for its Y10 model

A belt for small sizes

Y10 selectronic



The ECVT is regarded as a significant advance over the hydraulic clutch transmission because it uses a sophisticated, electro-magnetic clutch and employs engine and accelerator sensors to control the transmission's overall operation.

by itself and Fiat. Like Subaru, the transmissions use belts supplied by VDT in the Netherlands.

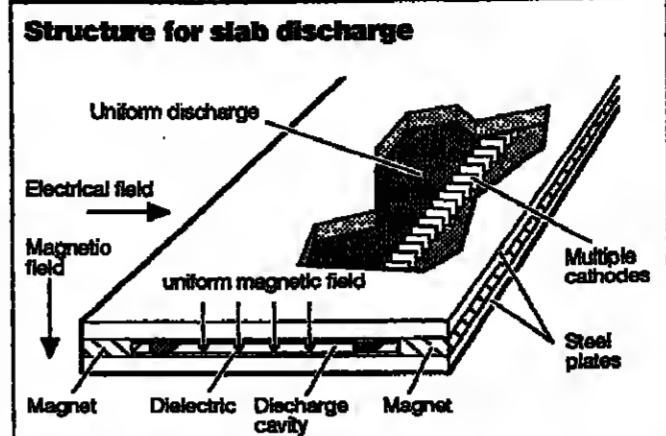
Until last month, the simpler CVT had been offered only on 1 litre versions of the Ford Fiesta and Uno. It is now available on Ford Escort, Orion and new Fiesta models of 1.4 litres.

The engine's constant drone provides an initially disconcerting experience for the driver, but this is usually adjusted to easily. Apart from simplicity of operation, other benefits of the transmission include light weight, even compared to a manual gearbox.

Initially Van Doorne was supplying complete CVTs to Ford and Fiat, but it was always intended that most production would be by Ford at Bordeaux.

Laser beam's test of strength

When the laser was discovered, its potential was thought to be enormous. It has never come up to expectations, however, mainly because of cost.



The strength of a laser weld is so high - tests have shown that the metal breaks before the weld - that the cost-effective introduction of laser welding technology into the automotive industry could completely change the way cars are designed and built.

A laser beam is produced by "exciting" a gas mixture and "gathering up" into a beam the pulses of energy released during the process.

as quickly as possible. If the gas mixture's temperature rises above 300 deg C, its operation is severely affected.

It is not easy to get the laser mixture moving. Big blowers are required. In the end, the cost of this design is comparable to that of the earlier one.

stability of its behaviour. A carefully designed conductor configuration combined with exactly the right strength of magnetic field can result in a perfectly distributed, homogeneous and stable discharge in a flat cavity.

To increase the output power, Macken stacks together some of the thin cavity systems and adds the outputs together.

Rockwell is an exception, though, and Macken will not make the product available to industry until next summer.

Anna Kochan

Slow and steady radio links win the race

A SYSTEM of linking two computers by radio instead of cable has been launched by Scada Systems of Henlow.

Installing radio is quicker and cheaper than cable. A system monitoring the River Tywi in Wales for temperature, conductivity, acidity and dissolved oxygen cost less than £2,000.

The heart of the low power, long distance VHF system is its use of a narrow bandwidth.

David Spark

WORLD PULP & PAPER CONFERENCE

Hotel Inter-Continental, London 12 & 13 December, 1989

The Financial Times ninth annual conference, to be arranged in association with the European Paper Institute, will review the changes taking place in the international structure of the business and corporate strategies for the 90s.

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MILTON KEYNES The Financial Times proposes to publish this survey on: 16TH JANUARY 1990 For a full editorial synopsis and advertisement details, please contact: RACHEL FIDDIMORE on 01-873 4152

FT LAW REPORTS

Partner's move not tax deductible

MACKINLAY (HM INSPECTOR OF TAXES) v ARTHUR YOUNG McCLELLAND MOORES & CO

House of Lords (Lord Bridge of Harwich, Lord Brandon of Oakbrook, Lord Templeman, Lord Oliver of Aylmeron and Lord Goff of Chieveley); November 23 1989

RELOCATION expenses paid to a partner by his firm are not deductible when computing its taxable profits through the motive for the payment was to benefit the partnership, in that it was not made exclusively for partnership purposes but was to reimburse the partner's personal costs in setting up his home.

The House of Lords so held when allowing an appeal by the Inland Revenue from a Court of Appeal decision that relocation expenses paid to partners in Arthur Young McClelland Moores & Co were deductible from the firm's profits for tax purposes.

Section 130 of the Income and Corporation Taxes Act 1970 provides: "... in computing the amount of the profits or gains to be charged under ... Case II of Schedule D, no sum shall be deducted in respect of - (a) any disbursements or expenses, not being money wholly and exclusively laid out or expended for the purposes of the trade, profession or vocation."

LORD OLIVER said that Arthur Young was a firm of chartered accountants with 96 partners, and offices in various parts of the UK.

The partnership was administered by an executive committee of eight partners under the chairmanship of the senior partner.

It was necessary from time to time to request individual partners to move from one part of the country to another. To make that more acceptable the executive committee paid relocation expenses and disturbance allowances.

The present appeal concerned 55,446 and 23,122 relocation expenses paid to two partners, Mr Wilson and Mr Cooper, during 1981-82.

The firm claimed to deduct those sums as allowable expenses in computing taxable profits. The inspector disallowed the claim.

Special commissioners allowed the firm's appeal. They held that the partners moved

purely for business reasons, and derived no personal benefit; and that the executive committee was motivated solely by benefit to the partnership practice.

It was plain that in so holding the special commissioners regarded the firm as an entity separate from the two partners, and looked solely at the advantages to the firm in relocating them.

The question was whether that was a permissible way to test whether expenditure was exclusively for purposes of the partnership practice.

Mr Justice Vinelott allowed the Revenue's appeal (1988] 1 WLR 1468, 1474-1475).

His analysis of the assessment of partnership profits could not be improved on and was adopted.

He said there were three stages. First, the profits of the firm, not of the individual partners, must be ascertained.

The firm's income was then treated as divided between the partners. That was the second stage.

Tax was then calculated according to the circumstances of each partner, after taking into account personal allowances, reliefs or deductions.

When the tax eligible in respect of each share of the partnership income had been ascertained, the total tax payable was calculated. That was the third stage.

Mr Justice Vinelott observed that had Mr Wilson and Mr Cooper been sole traders and moved residences to enhance their professional interests, the expenditure incurred could not have qualified as expenditure for the purposes of the practice.

In moving to new residences, whatever their motives, they could not possibly be said to be acting as accountants. They would simply be individual citizens establishing private residences in places convenient to them.

The Court of Appeal reversed Mr Justice Vinelott and restored the special commissioners' decision.

After contrasting the position of the individual sole trader, Lord Justice Slade said that where payer and beneficiary were not the same it was possible to evaluate the payer's objects in incurring expenditure separately and distinctly from those of the beneficiary.

He said proper application of section 130(a) of the 1970 Act required the Revenue to ascer-

tain the purpose of the expenditure at least primarily by the partnership's "collective purpose" in incurring it and that the authorities showed that in computing profits for tax purposes, "a partnership is regarded as an entity distinct from its members: see for example *Heastie v Veitch & Co* (1934] 1 KB 535 ..."

There was a confusion here. In *Heastie* it was remarked that a partnership was treated for tax purposes as a separate entity from individual partners - at stage three of Mr Justice Vinelott's analysis. But there was nothing in that decision or other cases to justify a conclusion that it could be so treated at stage one.

The Court of Appeal allowed itself to be confused and led astray by extraneous factors which did not have any legal significance.

First, it appeared to have been influenced by the sheer size of the partnership and to have considered that an element of personal benefit might be taken into account in the case of a small but not a large firm.

Partners were partners, however numerous. Mere numbers could not justify attribution of a "collective purpose" unjustified in the case of a small partnership.

Second, some confusion had been caused by the mechanics of payment, resolved by the executive committee and paid on its order - which made it harder to regard reimbursement and expenditure as separate transactions.

Mr Park for the firm submitted that the purpose of the payment was not to pay for removal expenses. It was to nullify the disadvantage the partners suffered as a result of having paid the expenses themselves, and the only motive for nullifying that disadvantage was to secure their concurrence in moving in partnership interests.

That was not accepted. On that analysis the cost of a holiday to convalesce after illness would qualify as deductible so long as it could be established that the "collective purpose" of sanctioning partners was to further partnership business.

There was no warrant in statute or authority for the concept of collective purpose. It could not make the slightest difference whether a partner incurred expenditure out of his own pocket and recovered it from partnership funds, or

drew the money directly from partnership funds in the first instance. There was only one relevant expenditure.

A third factor which led to confusion, at least in the special commissioners' minds, was the partners' initial unwillingness to move.

That could not possibly be a relevant consideration in ascertaining whether moving costs were exclusively for partnership purposes. The expenditure served the same purpose whether or not partners wanted to move.

Finally, confusion was caused in the Court of Appeal by analogy with the position of employees. The analogy was attractive, as was the suggestion that "the reality" of the situation rendered absurd any distinction between, for example, senior employee and junior partner.

The distinction was not only legal but real. An employee had no interest in the firm's property or profits. In general money laid out to secure continuing loyal service was recoverable solely to the profession in which the workforce was employed and was accordingly deductible.

A partner, on the other hand, was in a quite different position. What he received out of partnership funds was brought into account to ascertain his share of the profits, except in so far as he could demonstrate that it was reimbursement for sums expended by him on partnership purposes.

The question was whether expenditure on a partner's moving expenses was laid out not just partly, but "exclusively" for the purposes of the partnership business.

That could not be answered simply by ascertaining the motive with which the move was undertaken.

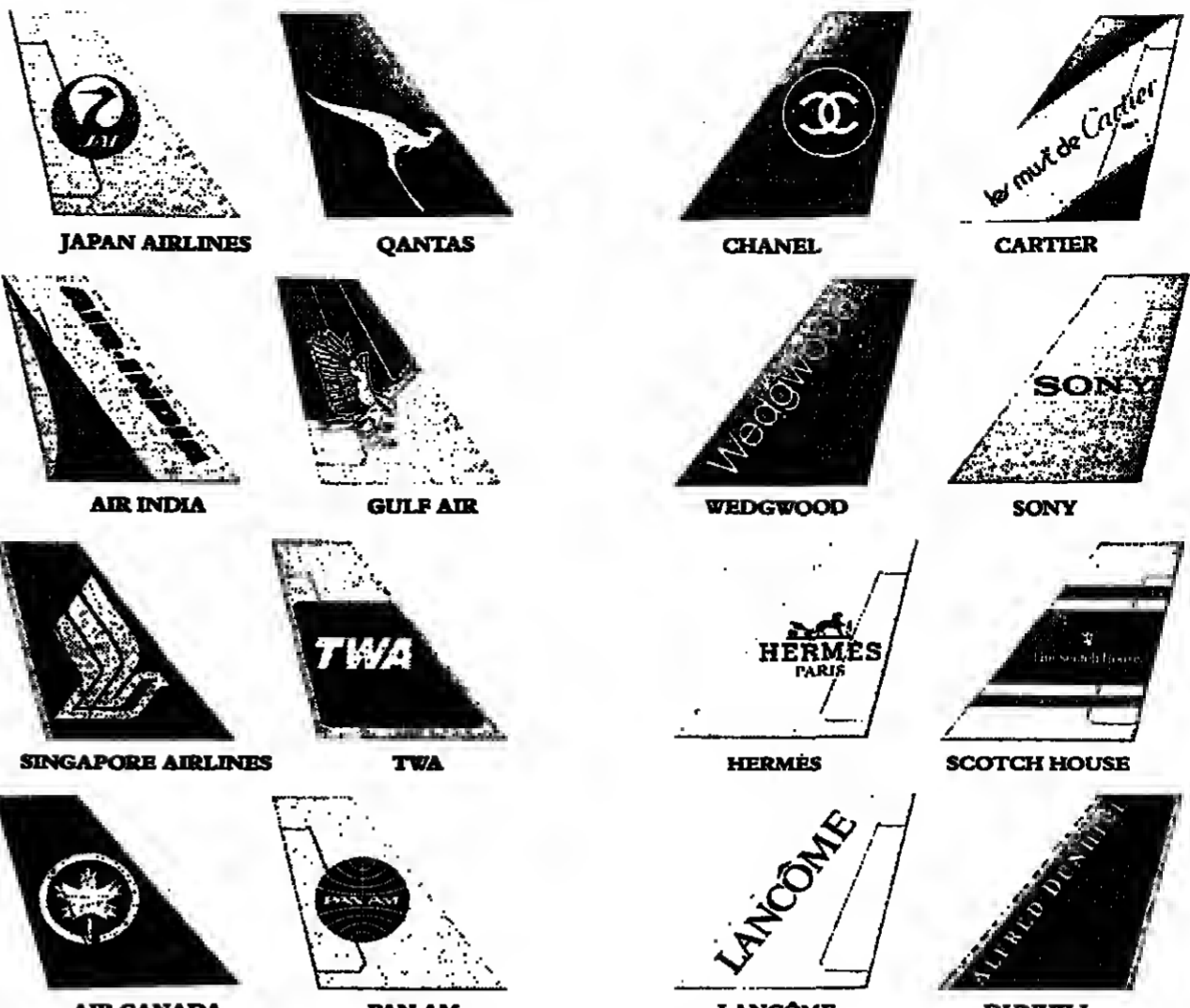
It was inescapable that the expenditure was intended to serve the partner's personal interests in establishing his private residence. It was not exclusively for purposes of the partnership practice.

The appeal was allowed. Their Lordships agreed.

For the Revenue: Robert Carnworth QC, Christopher McCall and Alan Moses (Solicitor, Inland Revenue).

For the firm: Andrew Park QC and David Goy (McKenna & Co).

Rachel Davies
Barrister



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COMMODITIES AND AGRICULTURE

Moscow set to buy up to 3.6m tonnes of EC wheat

By Tim Dickson in Brussels

BETWEEN 3.3m and 3.6m tonnes of European Community wheat are likely to be sold to the Soviet Union...

Still to be decided on are a quantity of 2m tonnes of French wheat - at a price yet to be fixed - and a possible 200,000 to 300,000 tonnes of German wheat...

But state procurements are down to less than 60m tonnes, the Communist Party daily Pravda said on Monday...

Fishermen face another bleak year

By Tim Dickson

NORTH SEA fishermen face another bleak New Year with the now certain prospect of deep cuts in European Community catch limits for 1990...

Counting the cost of purer water

Cutting nitrate use may be an expensive way of cleaning up supply

BRITISH FARMERS have never been convinced of the need to cut back on applications of natural and chemical fertiliser in order to reduce nitrate pollution...



FARMER'S VIEWPOINT

By David Richardson

remains to be seen. The affected farmers however are acutely aware that if they refuse to agree to participate in the scheme voluntarily...

As the Ministry's own research station on Rothamsted has confirmed over many years of trials, nitrate leaching is mainly the result of a biological breakdown of organic matter...

Cocoa deposit rises cancelled

TWO PLANNED increases in the margins on the December contract for cocoa on the London Futures and Options Exchange (F&O) were cancelled yesterday...

Indonesia and Grenada continue nutmeg cartel

By Canute James in Kingston, Jamaica

INDONESIA AND Grenada, the world's largest producers of nutmeg, have agreed to continue their three-year-old cartel which was threatened earlier this year...

price for the poorer nuts would be \$5,574 a tonne. For mace, the red lacy covering of the nuts, Indonesia's high quality had a minimum price of \$18,500 a tonne...

Environment gets higher priority in farm research

By Bridget Bloom, Agriculture Correspondent

RESEARCH DESIGNED to make agriculture more environmentally friendly has been declared one of the top priorities of Britain's main government-funded agricultural research body...

US MARKETS

IN THE METALS, gold silver and platinum all retreated as heavy liquidation sent prices falling, reports Draxel Burnham Lambert...

Table with 2 columns: Commodity, Price. Includes items like Aluminum, Copper, Lead, Nickel, Zinc, Tin.

Table with 2 columns: Commodity, Price. Includes items like Soybean Meal, Soybean Oil, Wheat, Corn, etc.

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Table with 2 columns: Commodity, Price. Includes items like Soybean Meal, Soybean Oil, Wheat, Corn, etc.

LONDON MARKETS

GOLD eased on the London bullion market - the first hesitation since it burst through the \$400 an ounce barrier last Tuesday...

COFFEE - London F&O

Table with 4 columns: Date, Close, Previous, High/Low. Lists coffee prices for various grades and origins.

WORLD COMMODITIES PRICES

Table with 4 columns: Commodity, Price, Unit, etc. Lists various commodities like wheat, corn, soybeans, etc.

LONDON METAL EXCHANGE

Table with 4 columns: Commodity, Price, Unit, etc. Lists metal prices like aluminum, copper, lead, zinc.

US MARKETS

Table with 4 columns: Commodity, Price, Unit, etc. Lists US market prices for various commodities.

New York

Table with 4 columns: Commodity, Price, Unit, etc. Lists New York market prices for various commodities.

Chicago

Table with 4 columns: Commodity, Price, Unit, etc. Lists Chicago market prices for various commodities.

WHEAT 5,000 bu m/c

Table with 4 columns: Commodity, Price, Unit, etc. Lists wheat prices for different grades and origins.

LONDON STOCK EXCHANGE

Standstill in an unconvinced market

THE SETBACK in the pound, hard on the heels of a warning from the UK Chancellor that domestic interest rates could be raised again "if necessary", threw a pall of gloom over the stock market in early dealings yesterday. Share prices losses were not large, however, in fact, turnover returned to the most dismal levels of recent weeks, and the market managed a somewhat doubtful rally in late dealings. "All in all, a totally unconvinced market," commented one trader.

Account Opening Dates table with columns for Final Dealings, Opening Dealings, Last Dealings, and Account Date.

flow of large cash bids which has kept the stock market alive in recent weeks. Grenfell stock features in many speculative, as well as institutional portfolios, and the bid cash is expected to return to the market. Early trading yesterday saw the Footsie Index down by 9.5 points, led by some selling of

the futures contract. Equities fled away from the fall in sterling, although strategists expressed mixed views on its implications. The international stocks, where earnings benefit from sterling weakness, held up fairly well and stock market investors appeared unconvinced of the dangers of another rise in UK base rates. The market rallied and was trying to edge higher as Wall Street opened well, but lost impetus when the US houses caught signals that the US Federal Reserve was showing less inclination to ease its credit line than perceived last week. At the close of trading, the FT-SE Index was a net 1.9

higher at 2,224.3 - not much of a gain even after allowing for several ex dividend quotations in index constituents. Nearly half the Footsie stocks were still easier on the day and around 10 per cent unchanged. Trading volume was even less convincing. Seq volume of 333.3m, against Friday's 413.5m, was very poor, and even worse after allowing for the contribution from a handful of stocks. Recent data from the Stock Exchange has indicated that around one-third of daily turnover consists of inter-market business. After subtracting this proportion from yesterday's turnover, it appears that trad-

ing in Morgan Grenfell (29m shares) and in British Steel (9.1m) accounted for about one-fifth of genuine customer business transacted yesterday. At the close, the stock market appeared less dismayed than the currency markets at either the fall in the pound or the indications that Mrs Thatcher's Government is slipping sharply in the UK opinion polls. But there was disappointment that hopes of lower interest rates seemed to be receding in New York, where Wall Street's struggle to hold its initial gain helped to take the top of UK share prices in the final minutes of the session.

FINANCIAL TIMES STOCK INDICES

Table with columns for Nov 27, Nov 28, Nov 29, Nov 30, Dec 1, Dec 2, Dec 3, Dec 4, Dec 5, Dec 6, Dec 7, Dec 8, Dec 9, Dec 10, Dec 11, Dec 12, Dec 13, Dec 14, Dec 15, Dec 16, Dec 17, Dec 18, Dec 19, Dec 20, Dec 21, Dec 22, Dec 23, Dec 24, Dec 25, Dec 26, Dec 27, Dec 28, Dec 29, Dec 30, Dec 31, 1989, High, Low, Since Completion, Low.

TRADING VOLUME IN MAJOR STOCKS

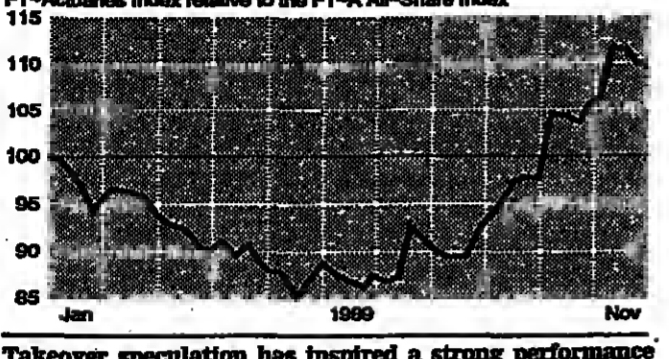
Table listing trading volume for various stocks including Anglo, BHP, British Steel, etc., with columns for Stock, Value, Qty, etc.

Deutsche raids Morgan

The expected "white knight" bid for Morgan Grenfell, the UK merchant bank, materialised yesterday morning in the form of an offer for a share bid from Deutsche Bank, the West German bank which has a near 5 per cent stake in Morgan. It values Morgan Grenfell at \$50m, and was accompanied by a market raid on the shares by James Capel, Deutsche Bank's UK brokers. Morgan shares rose sharply to close 60 higher at 536p, with turnover finally at 29m shares.

Deutsche Bank's move came ahead of tomorrow's meeting of Morgan's shareholders to vote on proposals to sell Williams Faber shareholders to vote on proposals to sell Williams remaining 9.8 per cent stake in Morgan to Banque Indosuez (Suez), the French bank which previously acquired a 10.6 per

Merchant Banks



Takeover speculation has inspired a strong performance in merchant banking shares this year. reflects the uncertainties surrounding the plasterboard market throughout Europe. Illustrating this, analysts cite that plasterboard prices wars in France and Germany and also in the UK where West Germany's Knauf and Redland are now in opposition to BPB which until only a year or so ago had 90 per cent of the UK market. BPB shares fell 5 to 215p on turnover of 1m.

centuals Conference on December 6, which they believe may prove a likely determinant of the short term performance of the share price. A recommendation by County NatWest to buy Christian Salvesen before its interim results on December 6 provided support. County said: "In the midst of a results season which will have produced a fair amount of poor figures, Salvesen's interim will stand out as being very good."

In the rest of the food manufacturing sector, a number of the leading shares went ex-dividend and this depressed prices. These included Beca Hovis McDougall, which dropped 12 to 410p; Unilever, down 5 to 326p. But Unilever bucked the trend, and closed 2 higher at 671p, as sterling weakened against the Deutschmark. United Biscuits, which rose 17 per cent to 31.5m, Salvesen closed a penny lower at 156p.

this morning. Analysts expect profits of between £10m and £117m, compared with £10.2m last time. One analyst said he hoped Argyl will comment on recent market speculation that it will not convert its Presto stores in North of England and Scotland. Argyl closed 1/2 lower at 200 1/2p.

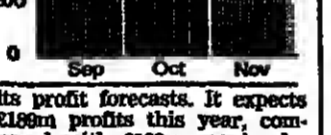
Construction group Riggs & Hill, under siege from YJ Lovell, rose 17 to 42 1/2p as analysts looked for a higher takeover price for Hestair than the current offer from Adia, the Swiss personnel services company. The shares hardened 3 to 30 1/2p as Hestair rejected the bid.

FT-A All-Share Index



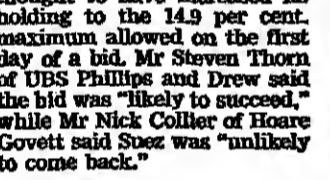
International binc chips were not as active, but somewhat indecisive in the face of a weakening UK currency. Losses in Glaxo (726p), Unilever (665p), and Fisons (333p) were no more than a few pence, however, and there was little indication of selling pressure. Hanson at 234p held on to last week's closing level, boosted by the apparent success of the programme of disposal of the unwanted assets taken in with the Consolidated Gold Fields' acquisition. At Hoare Govett, the London-based securities house, Mr Mark Cusack estimated that Hanson has made a gross potential profit of "comfortably clear of £0.75bn" to date on the Gold Fields' deal.

Equity Shares Traded



ICI, potentially the greatest beneficiary from a strong German mark, could not stand out against the market trend and took a loss of 4 to 1106p. London traders are becoming cautious ahead of ICI's Pharmacia takeover.

Morgan Grenfell



cent Morgan stake from Williams. Deutsche Bank's bid was regarded by dealers as "generous - more than the 500p to 530p expected by most people. And the German bank was thought to have increased its holding to the 14.9 per cent maximum allowed on the first day of a bid. Mr Steven Thora of UBS Phillips and Drew said the bid was "likely to succeed" while Mr Nick Collier of Hoare Govett said Suez was "unlikely to come back."

BPB unsettled

The threat of yet higher interest rates, coupled with growing uneasiness over the interim figures scheduled for Thursday, upset BPB Industries, the plasterboard manufacturer. Dealers and analysts were unanimous in forecasting a sharp reduction in BPB's pre-tax profits for the half-year. A wide range of analysts' forecasts - County NatWest is at the bottom end of estimates which go from £70m to £25m compared with a comparable figure last year of £104.1m -

NEW HIGHS AND LOWS FOR 1989

NEW HIGHS ON: AMERICAN (2) CANADIAN (2) BANKS (2) BELGIUM (2) CHEMICALS (2) STORES (2) ELECTRONICS (2) FOODS (2) INSURANCE (2) METALS (2) OIL (2) PHARMACEUTICALS (2) SERVICES (2) SOUTH AFRICA (2) TRAVEL (2) UTILITIES (2) WEAPONS (2) WINE (2) YACHTS (2) ZIMBABWE (2) OTHERS (2) NEW LOWS ON: BRITISH (2) OTHERS (2)

APPOINTMENTS

Mr Michael J. Smith will become managing director, BUPA HEALTH INSURANCE (UK) with effect from January 1, succeeding Mr Roy Clarke, who is retiring. Mr Smith is currently managing director, BUPA Health Services, where he will be succeeded by Mrs Susan C. Eden, who has been promoted from development and marketing director.

Mr Anthony Stern have resigned as directors of United Guarantees.

Mr Gareth Evans has been appointed a director of N.M. ROTHSCHILD INTERNATIONAL ASSET MANAGEMENT. He was deputy chief manager of the UK's foreign exchange reserves at the Bank of England.

CLIFFORD'S DAIRY PRODUCTS, a division of Clifford Foods, has made two new appointments in its sales and marketing department.

Mr Roy McKenna (left) is to head the sales team for the southern area as regional sales manager responsible for Cool Country sales within the Cash and Carry sector. His previous experience includes five years with Dairy Crest as regional accounts manager.

Mr C.E. Bush has been named property director of the CHAUCER ESTATES GROUP from January 1.

BACON & WOODROW, consulting actuaries, has appointed Miss Morfydd Evans as a partner. She was a director of Fleming Investment Management.

Mr Ian Moore has been appointed group communications director of MARTIN BIERBAUM GROUP.

Redifusion Simulation's product pricing manager, Mrs Dorothy Hatfield, has been elected president of the WOMEN'S ENGINEERING

SOCIETY. She is an aeronautical engineer, and has been a member of the Society since 1982.

Lord Derwent has been appointed a director of F. & C. PACIFIC INVESTMENT TRUST.

The CARROLL GROUP has appointed Mr Adrian Woods as deputy chief executive of Carroll Investment Corp. Mr

Advertisement for FT FINANCIAL TIMES CONFERENCES World Telecommunications London, 4 & 5 December 1989. Issues to be addressed: Competition versus regulation in service provision, Towards 1992 & the creation of a Europe-wide competitive environment, etc.

Advertisement for World Telecommunications exhibition. Speakers taking part include: M. Paul Quiles, Dr Christian Schwarz-Schilling, Dr Pekka Tarjanne, Mr Alfred C Sikes, Mr Tsuneo Hara, Mr J A Heck, Dr Filippo Maria Pandolfi, Professor Diodato Gagliardi, Ing. Marino Benedetti, M. Philippe Gluntz.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-225-2128

Main table containing unit trust information with columns for Name, Bid Price, Offer Price, and Yield. Includes sections for 'OFFSHORE AND OVERSEAS' and 'GUERNSEY (ISB RECOGNISED)'.

OFFSHORE AND OVERSEAS

GUERNSEY (ISB RECOGNISED)

MANAGEMENT SERVICES

GUERNSEY (ISB RECOGNISED)

LUXEMBOURG (ISB RECOGNISED)

JERSEY (ISB RECOGNISED)

FT UNIT TRUST INFORMATION SERVICE

Table listing various unit trusts with columns for Name, Price, Yield, and other financial metrics. Includes sections for ISLE OF MAN, LUXEMBOURG, and OFFSHORE FUNDS.

LONDON SHARE SERVICE

Table listing various British Funds and Foreign Bonds & Rails. Includes sections for BRITISH FUNDS, FOREIGN BONDS & RAILS, AMERICANS, INT. BANK AND D'SEAS, CORPORATION LOANS, COMMONWEALTH & AFRICAN LOANS, and Money Market Trust Funds.

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies such as American Express, American International Group, and American Overseas, with columns for stock price, high, low, and volume.

BUILDING, TIMBER, ROADS - Contd

Table listing building, timber, and road companies such as Bovis Lend Lease, Bovis Lend Lease Group, and Bovis Lend Lease International.

DRAPERY AND STORES - Contd

Table listing drapery and stores companies such as Debenhams, Debenhams Group, and Debenhams International.

ENGINEERING - Contd

Table listing engineering companies such as Balfour Beatty, Balfour Beatty Group, and Balfour Beatty International.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies such as British Airways, British Airways Group, and British Airways International.

INDUSTRIALS (Misc.) - Contd

Table listing various industrial companies such as British Airways, British Airways Group, and British Airways International.

CANADIANS

Table listing Canadian companies such as Canadian National, Canadian National Group, and Canadian National International.

ELECTRICALS

Table listing electrical companies such as British Telecom, British Telecom Group, and British Telecom International.

FOOD, GROCERIES, ETC

Table listing food, groceries, and other companies such as British Airways, British Airways Group, and British Airways International.

BEERS, WINES & SPIRITS

Table listing beer, wine, and spirit companies such as British Airways, British Airways Group, and British Airways International.

DRAPERY AND STORES

Table listing drapery and stores companies such as Debenhams, Debenhams Group, and Debenhams International.

INSURANCES

Table listing insurance companies such as British Airways, British Airways Group, and British Airways International.

BANKS, HP & LEASING

Table listing banks, hire purchase, and leasing companies such as British Airways, British Airways Group, and British Airways International.

CHEMICALS, PLASTICS

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ENGINEERING

Table listing engineering companies such as British Airways, British Airways Group, and British Airways International.

HOTELS AND CATERERS

Table listing hotel and catering companies such as British Airways, British Airways Group, and British Airways International.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

D-Mark continues to rise

STERLING AND the dollar fell below important psychological levels against the D-Mark yesterday. The pound finished below DM2.80 and the dollar below DM1.80 in London. It was much the same story for the Japanese yen, where the D-Mark rose to its highest level for about two years, and broke through resistance at ¥800.

Although the West German currency continues to advance, there is some unease about its present levels. This led to comments that the currency is being bought simply because it is going up, and that the market should take care not to get carried away with itself.

The Bank of England intervened, buying the pound against the dollar andecu, but it was mainly a D-Mark rise that caused nervousness in the market and not obvious sterling weakness.

Table with columns for currency, rate, and previous value. Includes Sterling Index and CURRENCY RATES.

Table showing CURRENCY MOVEMENTS and OTHER CURRENCIES with columns for currency, rate, and change.

Table showing EXCHANGE CROSS RATES with columns for currency, rate, and change.

MONEY MARKETS

No strong pressure

THE POUND'S fall below DM2.80 did not provoke any strong reaction on the London money market yesterday. Wholesale rates were nervously higher, but there was no sign of panic as three-month interbank rate to 15 1/2% from 15% per cent. A rise in bank base rates is not regarded as inevitable, with dealers suggesting that sterling still has some way to fall before the authorities will be forced into higher rates.

UK clearing bank base lending rate 15 per cent from October 5. The Bank of England kept the short end of the market tight however, and to discourage speculation against the pound did not supply enough assistance to take out the full underlying shortage. A money market credit shortage of \$300m was forecast but help of only £178m was provided.

problems. A possible challenge to Mrs Thatcher's leadership of the Conservative Party is causing some concern, even though the immediate threat may not be very dangerous. It is generally undermining confidence in the UK Government at a time when the market is still trying to assess the attitude towards sterling of Mr John Major, the new UK Chancellor.

The pound fell to its lowest level against the D-Mark since February 1987, finishing in London 2 1/2 pfennigs lower on the day, at DM2.7925. Sterling's decline against the dollar and yen was less severe. It lost 20 points to \$1.5605 and fell to ¥223.75 from ¥224.25 in terms

Table showing EURO-CURRENCY INTEREST RATES with columns for currency, rate, and previous value.

Table showing POUND SPOT-FORWARD AGAINST THE POUND with columns for currency, rate, and previous value.

Table showing DOLLAR SPOT-FORWARD AGAINST THE DOLLAR with columns for currency, rate, and previous value.

Table showing EMS CURRENCY UNIT RATES with columns for currency, rate, and change.

FT LONDON INTERBANK FIXING

Table showing FT LONDON INTERBANK FIXING with columns for currency, rate, and previous value.

MONEY RATES

Table showing MONEY RATES with columns for currency, rate, and previous value.

of other major currencies the pound fell to FF9.5375 from FF9.6250 and to SF1.5050 from SF1.5225. Sterling's index lost 0.5 to 86.2. The dollar fell below DM1.80 and through support at DM1.7900 in New York, after the London close, in spite of surprisingly early action by the US Federal Reserve to drain liquidity from the New York banking system. This was seen as a possible sign that the Fed is not easing its credit stance.

At the London close the dollar had fallen to DM1.7900 from DM1.8050; to ¥143.35 from ¥143.45; to SF1.6045 from SF1.6150; and to FF76.1125 from FF76.1600. The dollar's index declined to 89.1 from 89.3.

Table showing LONDON MONEY RATES with columns for currency, rate, and previous value.

Table showing EUROPEAN CURRENCY EXCHANGE with columns for currency, rate, and previous value.

Table showing BASE LENDING RATES with columns for bank, rate, and previous value.

Table showing LONDON MONEY RATES with columns for currency, rate, and previous value.

FINANCIAL FUTURES AND OPTIONS

Table showing LIFFE LONG GILT FUTURES OPTIONS with columns for price, call, and put.

Table showing LIFFE EURO DOLLAR OPTIONS with columns for price, call, and put.

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COMPANY NOTICES

CONSOLIDATED COMPANY BULTFONTEIN MINE, LIMITED. GRIQUALAND WEST DIAMOND MINING COMPANY, DUTOTSPAN MINE, LIMITED. Declaration of Dividends.

ART GALLERIES. Leger, 13 Old Bond St, W1, Julian Barrow, Recent Paintings, Mon-Fri, 9.30-5.30.

NORDIC COUNTRIES + 1992. The Financial Times proposes to publish a Survey on the above on 25th January 1990. For a full editorial synopsis and advertisement details, please contact: Chris Schaanning or Gillian King.

JOTTER PAD.

CROSSWORD

No. 7,101 Set by FETLER. A crossword puzzle grid.

AGROSS. A list of 31 clues for a crossword puzzle.

SOLUTION TO PUZZLE NO. 7,100. A list of answers for a crossword puzzle.

BASE LENDING RATES

Table showing BASE LENDING RATES with columns for bank, rate, and previous value.

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Furnished lettings Company and Embassy Lets. Long and Short Term. All appear in the FT every Monday and Saturday. Further details from Richard Wallington, TELEPHONE 01-873 3307, FAX 01-873 3064.

WORLD STOCK MARKETS

Table of World Stock Markets including sections for America, France, Germany, Italy, Sweden, and Japan. Each section lists various stocks with their prices and changes.

Table of World Stock Markets including sections for Australia, Canada, and Tokyo. Each section lists various stocks with their prices and changes.

Table of World Stock Markets including sections for Canada and Indices. The Canada section lists various stocks, and the Indices section provides summary data for various market indices.

Table of World Stock Markets including sections for New York Active Stocks and Trading Activity. The New York Active Stocks section lists active trading volumes, and the Trading Activity section provides summary data for trading activity.

Table of World Stock Markets including sections for Toronto and Tokyo - Most Active Stocks. The Toronto section lists active trading volumes, and the Tokyo - Most Active Stocks section lists the most active stocks in Tokyo.



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Spm prices November 27

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers for '12 Month High', 'Low', 'Stock', 'Vol', '1989 High', 'Low', 'Close', 'Open', 'Change', 'Prev. Close'. Includes sub-sections for 'NEW YORK STOCK EXCHANGE' and 'NASDAQ'.

Continued on Page 51

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for High, Low, Close, and Change. Includes sub-sections for NYSE 100 and NYSE 500.

NASDAQ NATIONAL MARKET

3pm prices November 27

Table of NASDAQ National Market listing various stocks with columns for Bid, Ask, Last, and Change.

AMEX COMPOSITE PRICES

3pm prices November 27

Table of AMEX Composite Prices listing various stocks with columns for Bid, Ask, Last, and Change.

Advertisement for F.T. hand delivered, featuring the logo of Financial Times and contact information for K. Mikael Heino.

Advertisement for FT hand delivered in Turkey, listing business centers and contact information for Istanbul 512019/10 lines.

